

**April 2008**

Best Practices Review

# **Public Library Services**

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State Auditor – Janice Mueller

### **Audit Prepared by**

Paul Stuißer, *Deputy State Auditor and Contact Person*

Ben Monty

Theo Ohlgart

Kate Strom Hiorns

Director of Publications – Jeanne Thieme

Report Design and Production – Susan Skowronski

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**STATE OF WISCONSIN**  
Legislative Audit Bureau

22 East Mifflin Street, Suite 500  
Madison, Wisconsin 53703  
(608) 266-2818  
Fax (608) 267-0410  
leg.audit.info@legis.wisconsin.gov

Janice Mueller  
State Auditor

April 15, 2008

Senator Jim Sullivan and  
Representative Suzanne Jeskewitz, Co-chairpersons  
Joint Legislative Audit Committee  
State Capitol  
Madison, Wisconsin 53702

Dear Senator Sullivan and Representative Jeskewitz:

We have completed a best practices review of local government operations, as directed by s. 13.94(8), Wis. Stats. This report focuses on public library services provided by Wisconsin's municipalities and counties, with support from the Department of Public Instruction (DPI). Wisconsin has 388 public libraries, which are funded primarily with municipal and county taxes, as well as 17 regional library systems supported by state aid. These libraries and systems employed more than 3,200 full-time equivalent staff in 2006, when their operating expenditures totaled \$210.4 million.

The 17 regional library systems are statutorily required to provide specific services, such as interlibrary loans of materials, reference assistance, and consulting services to member libraries. Consulting services include assistance with promoting library use, addressing the needs of users with special needs, and evaluating current and future building and space requirements. The regional library systems also provide libraries with technology support, which includes troubleshooting and consulting for purchases of software and hardware. More than one-half of the libraries we surveyed indicated an online catalog is the most valuable service provided by their regional library system.

Through surveys and interviews with the directors of individual libraries and all 17 regional library systems, we identified best practices related to collaboration among systems, effectively using volunteers, securing adequate technology support, and periodically assessing patron needs.

We appreciate the courtesy and cooperation extended to us by DPI, the regional library system directors, and the many public library directors who responded to our survey and our additional requests for information.

Respectfully submitted,

Janice Mueller  
State Auditor

JM/PS/ss



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## Report Highlights ■

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***In 2006, libraries received \$230.0 million in municipal, county, state, and other funds.***

***Regional library systems provide interlibrary loans, reference assistance, and other services to libraries.***

***Circulation of library materials increased 11.8 percent from 2002 to 2006.***

***DPI has issued standards to help libraries plan for future activities and assess their relative performance.***

Local governments have the statutory authority to establish libraries that are supported primarily by public funds and are intended for use by the general public. These public libraries provide a variety of services that commonly include lending print, audio, video, and other materials to the public, as well as providing research services and Internet access.

Under s. 13.94(8), Wis. Stats., the Legislative Audit Bureau is required to conduct reviews to identify local government practices that can save costs or provide for more effective service delivery. Best practices reports seek to build upon successful local efforts by identifying and publicizing efficient approaches. This report, which focuses on the provision of library services:

- summarizes funding and statutory requirements for libraries and regional library systems, which provide specific services and programs that may not be offered by local libraries, under ch. 43, Wis. Stats.;
- analyzes financial and other data that libraries and regional library systems are statutorily required to report to the Department of Public Instruction (DPI), which provides support to libraries and regional library systems;

- includes information from interviews with 21 public library and all 17 regional library system directors, as well as representatives of the Wisconsin Library Association and League of Wisconsin Municipalities; and
- reports results from 180 of the 388 library and all 17 regional library system directors who responded to our online surveys.

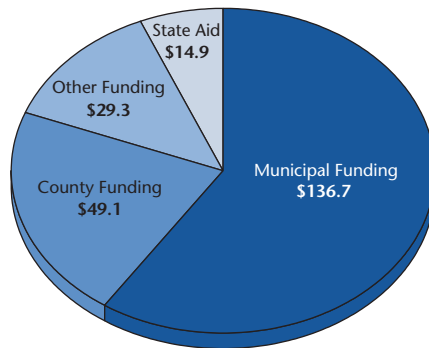
### Funding Library Services

Libraries and regional library systems are funded with municipal and county taxes; state and federal aid; income from contracts, donations, gifts, fees, fines; and special fund-raising activities by “friends” and foundation groups. Funding for library services increased 14.0 percent over the five-year period from 2002 through 2006, from \$201.7 million to \$230.0 million. In 2006, municipalities provided 59.4 percent of total funding, or \$136.7 million, as shown in Figure 1. Expenditures for library services totaled \$210.4 million, of which 70.6 percent was for employee salaries and benefits.

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Figure 1

**2006 Funding for Libraries and Regional Library Systems**  
(in millions)





Wisconsin's 17 regional library systems were established to increase access to library materials and services for Wisconsin residents and promote resource sharing among public libraries. They are funded by state aid, which includes general purpose revenue (GPR) and segregated revenue from the Universal Service Fund and is distributed by DPI. Each system receives the same percentage increase in funding each year. The Milwaukee County Federated Library System receives the largest share, which was \$2.7 million in 2006.

## **Regional Library Systems**

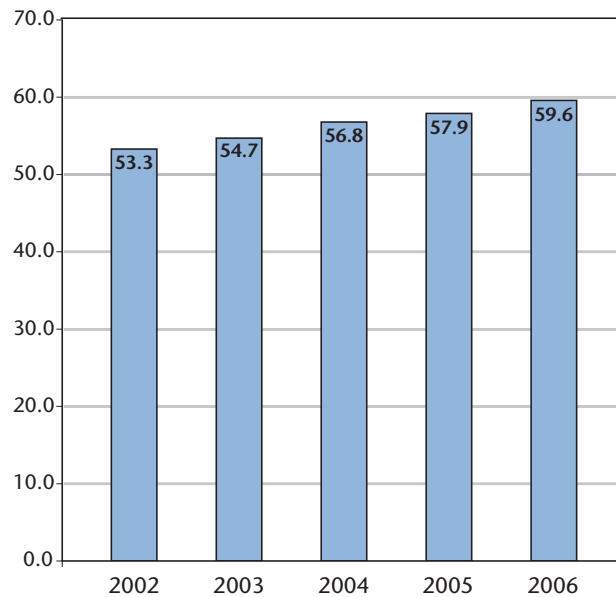
Under state statutes, regional library systems are required to provide services such as interlibrary loans of materials, reference assistance, and consulting services to member libraries. Most member libraries provide access to online catalogs that allow patrons to view collections and request materials from other member libraries within their system. More than one-half of libraries responding to our survey indicated that these online catalogs are the most valuable service provided by systems.

The regional library systems also offer assistance with technology support, administrative issues, public relations, and collection development. These services may be provided directly by the system, by a resource library within the system, or collaboratively among systems. For example, four systems currently collaborate to provide online catalogs, and most systems work together to provide joint workshops for training library staff.

## **Providing Library Services**

Statewide, the number of library materials circulated increased 11.8 percent in five years, from 53.3 million in 2002 to 59.6 million in 2006. Libraries have responded to the increase, which is shown in Figure 2, by installing self-checkout machines, cross-training staff, and using volunteers to address staffing needs.

Figure 2

**Circulation of Library Materials**  
(in millions)

Libraries have also developed their collections and services to address the needs of various groups of users and demographic shifts within communities. For example, some libraries have begun purchasing more large-print and audio books or providing materials to local nursing homes and senior centers. Others maintain special collections in Spanish or Hmong, or offer a bilingual story hour, because of an increase in non-English speaking residents.

Providing computers with Internet access is one of the most popular services offered by libraries. The number of public-access computers at libraries increased 20.3 percent, from 4,477 in 2002 to 5,386 in 2006, and 53.9 percent of the libraries that responded to our survey indicated a need for additional Internet-connected computer terminals to meet patrons' needs. More than 50.0 percent of libraries responding to our survey have provided wireless Internet service for patrons with their own computers or set time limits on the use of existing computers in order to meet demand.

## Library Service Standards

In 2005, DPI issued service standards to help local libraries plan for future activities and assess their performance relative to all public libraries in Wisconsin. We found that 32 libraries, or 8.4 percent, did not offer basic levels of service for any of the four standards we reviewed. In contrast, three libraries met the highest levels of service for all of the standards we reviewed.

### Best Practices

It is a best practice for regional library systems to:

- ☑ encourage all member libraries to participate in systemwide online catalogs of library materials ([p. 34](#));
- ☑ assist their member libraries in maintaining current information technology ([p. 36](#));
- ☑ periodically identify services needed by member libraries' patrons ([p. 39](#));
- ☑ periodically evaluate the type and amount of services provided by resource libraries and assess whether the amounts paid for these services are appropriate ([p. 41](#)); and
- ☑ explore additional opportunities for collaboration with other systems that can lead to more efficient and lower-cost delivery of services ([p. 42](#)).

It is a best practice for libraries to:

- ☑ support their services with an array of funding sources and consider the formation of friends and foundation groups to assist with fund-raising and provide volunteer support ([p. 26](#));
- ☑ periodically evaluate cross-training and centralizing responsibilities as means for staff to serve patrons more effectively ([p. 44](#));
- ☑ assess the extent to which volunteers can be effectively used to assist in providing library services ([p. 45](#));

- ☑ periodically review their collections to identify and remove materials that are not being circulated, and use rotating collections or other means to provide access to more extensive or specialized materials from other libraries ([p. 46](#));
- ☑ periodically assess and modify their services in order to best address the changing needs of patrons ([p. 48](#));
- ☑ encourage the use of electronic resources, such as online databases and library catalogs, and participate in their regional library system's online catalog ([p. 49](#));
- ☑ periodically evaluate the use of technology and automation for serving patrons and reducing the need for additional staff, as well as the availability of technology support from both library and system staff ([p. 51](#)); and
- ☑ inform local officials and the general public, through local media outlets and the Internet, about the programs and services they provide ([p. 52](#)).

It is a best practice for libraries, library boards, and local governing bodies to:

- ☑ use DPI library standards to help assess the adequacy of current library services and assist in planning efforts ([p. 54](#)).

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## Introduction ■

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Libraries provide patrons with print, audio, video, and other materials; public-access computer terminals; special programming for children and adults, including book clubs and reading groups; and electronic journals and databases. Some libraries also offer meeting space for local organizations, store information on local history, and teach classes on computer use or provide language instruction.

***Most public libraries  
in Wisconsin are  
municipal libraries.***

Local governments operate six types of public libraries in Wisconsin. As shown in Table 1, most are municipal libraries, which are governed by and funded primarily by a single municipality. Other types of libraries are:

- joint libraries, which are governed by multiple municipalities. For example, the Rhinelander District Library is governed by the City of Rhinelander and the towns of Crescent, Newbold, Pelican, and Pine Lake, and U.S.S. Liberty Memorial Public Library in Grafton is governed by the Village of Grafton and the Town of Grafton.
- consolidated county libraries, which are governed by county library boards and provide library services to all county residents. They have been established in Adams, Brown, Door, Florence, Marathon, Marinette, and Portage counties. In some counties, municipalities provide the buildings to house these libraries.

Table 1

**Libraries in Wisconsin**  
As of December 2006

Type	Number	Percentage of Total
Municipal	341	87.9%
Joint	25	6.4
Consolidated County	7	1.8
County Library Services	7	1.8
Tribal	6	1.6
City-County	2	0.5
<b>Total</b>	<b>388</b>	<b>100.0%</b>

- county library services, which are also governed by counties but typically do not maintain physical library buildings. Instead, they provide services to municipalities without libraries and provide supplemental services—such as bookmobiles or delivery of library materials to nursing home residents and homebound individuals—to municipalities with libraries. They have been established in Barron, Dane, Dodge, La Crosse, Pierce, Polk, and Price counties.
- tribal libraries, which are similar to municipal libraries but are governed by Wisconsin tribes. They have been established by the Bad River, Lac Courte Oreilles, Lac du Flambeau, Menominee, Oneida, and Red Cliff tribes.
- city-county libraries, which are governed cooperatively by cities and counties. These include the Shawano City-County Library in Shawano and the Rusk County Community Library in Ladysmith.

Information on each public library's service population, size, circulation, registered borrowers, collection, staffing, and operating expenditures in 2006 is provided in Appendix 2.

***Libraries are governed by library boards.***

Section 43.54, Wis. Stats., requires each library in Wisconsin to be governed by a library board, which is an autonomous public body that determines how funding is spent, supervises the library's administration, and appoints librarians and determines their duties and compensation. Library board members are typically appointed to three-year terms by mayors, village presidents, and town or tribal chairpersons, subject to the approval of local governing bodies. Statutes specify the number of library board members. For example, library boards of:

- villages, towns, and tribal governments have 5 members;
- cities typically have 7 to 9 members, although the City of Milwaukee's has 12 members who serve four-year appointments; and
- joint libraries and county libraries have 7 to 11 members.

## **Regional Library Systems**

***Wisconsin has 17 regional library systems.***

As shown in Figure 3, Wisconsin has 17 regional library systems. 1971 Wisconsin Act 152 created regional library systems to improve and extend library services, promote resource sharing among libraries, and increase access to library materials and services by Wisconsin residents. Both single- and multi-county regional library systems provide special services and programs that may not be offered by local libraries, such as materials delivery to facilitate the sharing of materials.

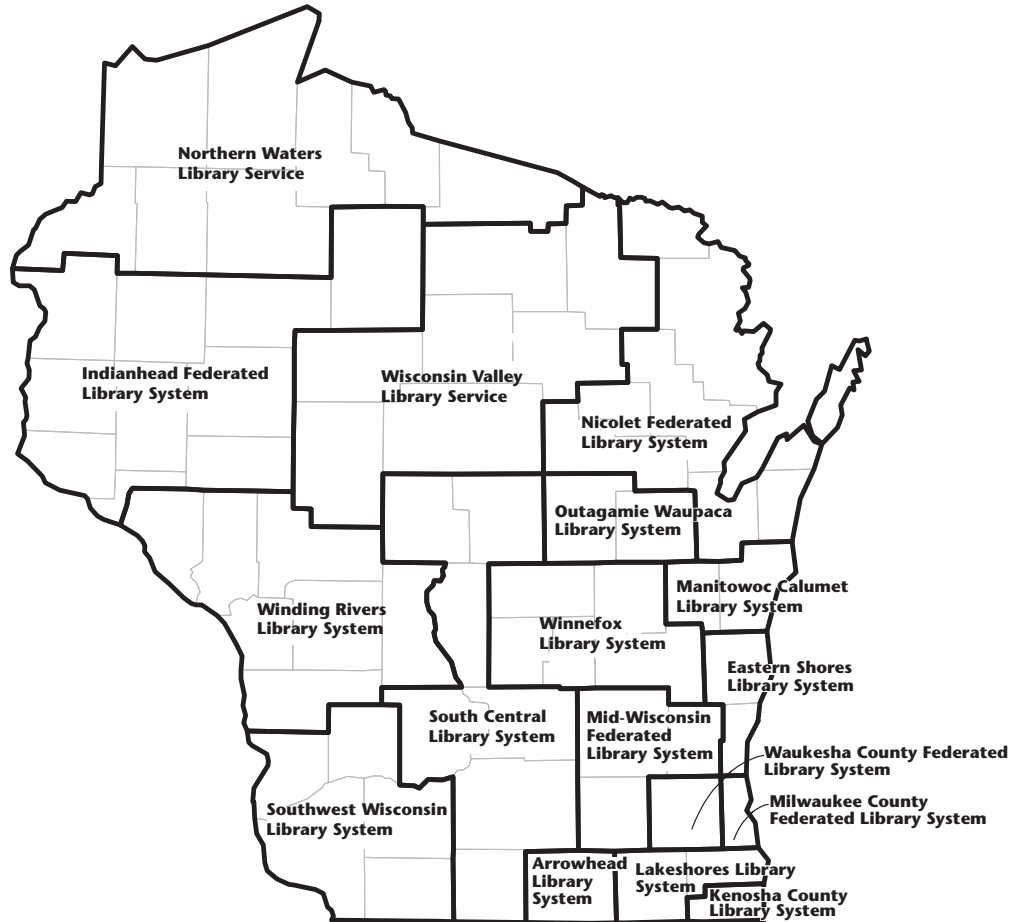
***Every library in Wisconsin is a member of a regional library system.***

Every library in Wisconsin is a member of a regional library system:

- the 4 single-county library systems are agencies of their respective counties and are governed by seven-member boards; and
- the 13 multi-county library systems are considered joint agencies of all participating counties and are governed by 15- to 20-member boards.

Figure 3

Regional Library System Boundaries



***Libraries must meet certain statutory requirements to belong to a regional library system.***

Member libraries must meet certain statutory requirements, including requirements to provide financial support that are enumerated in s. 43.15(2), Wis. Stats. For example, a local library may belong to a regional library system only if its governing municipality or county maintains financial support for library services at a level at least equal to the average of the previous three years. Statutory changes enacted in 2005 Wisconsin Act 420, which took effect in 2008, require all libraries that are members of regional systems to be open an average of at least 20 hours per week and to spend at least \$2,500 on library materials annually.



Table 2 lists each regional library system; its member counties; and its resource library, which is typically the library in each system with the largest annual operating budget. Resource libraries are required under s. 43.16, Wis. Stats., and provide support services, such as reference assistance, to all libraries in their respective systems.

Table 2  
Regional Library Systems

Regional Library System	Member Counties	Resource Library
Arrowhead	Rock	Hedberg Public Library (Janesville)
Eastern Shores	Ozaukee, Sheboygan	Mead Public Library (Sheboygan)
Indianhead	Barron, Chippewa, Dunn, Eau Claire, Pepin, Pierce, Polk, Price, Rusk, St. Croix	L.E. Phillips Memorial Public Library (Eau Claire)
Kenosha County	Kenosha	Kenosha Public Library
Lakeshores	Racine, Walworth	Racine Public Library
Manitowoc Calumet	Calumet, Manitowoc	Manitowoc Public Library
Mid-Wisconsin	Dodge, Jefferson, Washington	West Bend Community Memorial Library
Milwaukee County	Milwaukee	Milwaukee Public Library
Nicolet	Brown, Door, Florence, Kewaunee, Marinette, Menominee, Oconto, Shawano	Brown County Library (Green Bay)
Northern Waters	Ashland, Bayfield, Burnett, Douglas, Iron, Sawyer, Vilas, Washburn	Superior Public Library
Outagamie Waupaca	Outagamie, Waupaca	Appleton Public Library
South Central	Adams, Columbia, Dane, Green, Portage, Sauk, Wood	Madison Public Library
Southwest Wisconsin	Crawford, Grant, Iowa, Lafayette, Richland	Platteville Public Library
Waukesha County	Waukesha	Waukesha Public Library
Winding Rivers	Buffalo, Jackson, Juneau, La Crosse, Monroe, Trempealeau, Vernon	La Crosse Public Library
Winnefox	Fond du Lac, Green Lake, Marquette, Waushara, Winnebago	Oshkosh Public Library
Wisconsin Valley	Clark, Forest, Langlade, Lincoln, Marathon, Oneida, Taylor	Marathon County Public Library (Wausau)

***DPI is statutorily responsible for providing leadership, advocacy, planning, coordination, and funding for improving library services.***

DPI's Division for Libraries, Technology, and Community Learning is statutorily responsible for providing leadership, advocacy, assistance, planning, coordination, and funding for improving library systems and libraries. It also cooperates with all other libraries in Wisconsin, including school and academic libraries, to provide access to BadgerLink, which is an online, searchable database of newspaper articles, periodicals, and other specialized reference materials, and WISCAT, an online catalog of materials held by Wisconsin libraries. DPI has been authorized \$21.9 million for library services in fiscal year (FY) 2007-08, including funding for regional library systems and BadgerLink, and 7.0 full-time equivalent (FTE) positions with responsibilities related to supporting Wisconsin's public libraries and regional library systems.

## Operating Expenditures and Staffing

***Operating expenditures for libraries and regional library systems totaled \$210.4 million in 2006.***

Operating expenditures include employee salaries and benefits, and collection, operation, maintenance, and contract expenses. As shown in Table 3, Wisconsin's 388 libraries and 17 regional library systems reported \$210.4 million in operating expenditures in 2006. Since 2002, their operating expenditures increased 15.2 percent. Approximately 70.0 percent of all expenditures in each year shown were for employee salaries and benefits. Library employees include librarians and other employees paid through each library's budget, including support, maintenance, and security staff. During the five-year period, expenditures for employee benefits increased 30.2 percent, while expenditures for salaries increased 13.5 percent.

Table 3

### Library Operating Expenditures<sup>1</sup> (in millions)

	Employee Salaries	Employee Benefits	Library Materials	Contracted Services <sup>2</sup>	Other <sup>3</sup>	Total
2002	\$ 94.7	\$31.5	\$23.9	\$1.7	\$30.9	\$182.7
2003	97.9	34.0	24.3	1.9	31.8	189.8
2004	101.4	35.9	23.8	1.5	31.9	194.4
2005	104.6	39.5	24.4	1.9	32.7	203.0
2006	107.5	41.0	25.0	2.6	34.2	210.4

<sup>1</sup> Includes both system and member library expenditures. Totals may not sum because of rounding.

<sup>2</sup> Includes certain payments between systems and libraries for services.

<sup>3</sup> Includes maintenance, utilities, supplies, and replacement of furnishings and fixtures.

The 2006 operating expenditures of each regional library system and its member libraries are shown in Table 4. Expenditures were highest for the Milwaukee County Federated and the South Central systems and their member libraries, which serve 30.7 percent of Wisconsin residents and accounted for 35.0 percent of the total. The Manitowoc Calumet and the Southwest Wisconsin systems and their member libraries had the lowest operating expenditures and accounted for 3.7 percent of the total.

Table 4  
2006 Library Operating Expenditures, by Regional Library System<sup>1</sup>  
(in millions)

Regional Library System	Employee Salaries	Employee Benefits	Library Materials	Contracted Services	Other <sup>2</sup>	Total
Arrowhead	\$ 3.5	\$ 1.2	\$ 0.8	<\$0.1	\$ 1.0	\$ 6.6
Eastern Shores	4.4	1.8	1.1	0.1	1.3	8.7
Indianhead	7.1	2.7	1.8	0.1	2.5	14.3
Kenosha County	3.6	1.5	0.7	0.1	1.1	7.0
Lakeshores	4.2	1.5	1.0	0.7	1.7	9.0
Manitowoc Calumet	2.1	0.8	0.5	0.3	0.6	4.3
Mid-Wisconsin	4.8	1.7	1.6	0.4	2.0	10.5
Milwaukee County	20.8	8.7	4.1	1.0	4.1	38.7
Nicolet	5.2	2.6	1.1	0.6	2.1	11.6
Northern Waters	2.5	0.8	0.6	<0.1	1.0	4.9
Outagamie Waupaca	4.7	1.6	1.0	0.2	1.6	9.2
South Central	18.4	5.9	3.9	0.1	6.6	34.9
Southwest Wisconsin	1.7	0.6	0.5	<0.1	0.6	3.4
Waukesha County	8.2	2.9	2.2	0.3	3.0	16.5
Winding Rivers	5.1	2.2	1.2	0.1	1.8	10.4
Winnefox	6.6	2.4	1.8	0.1	2.1	12.9
Wisconsin Valley	4.5	2.1	1.0	0.3	1.5	9.4
Adjustments <sup>3</sup>	0.0	0.0	0.0	(1.8)	(0.2)	(2.0)
<b>Total</b>	<b>\$107.5</b>	<b>\$41.0</b>	<b>\$25.0</b>	<b>\$ 2.6</b>	<b>\$34.2</b>	<b>\$210.4</b>

<sup>1</sup> Includes expenditures made by libraries and regional library systems. Totals may not sum because of rounding.

<sup>2</sup> Includes maintenance, utilities, supplies, and replacement of furnishings and fixtures.

<sup>3</sup> Includes payments between systems and libraries for contracted services, which are adjusted here to avoid double-counting.

As shown in Table 5, operating expenditures per capita varied from \$6.20 at Alma Public Library, with a service population of 6,957, to \$290.85 at Madeline Island Public Library in La Pointe, with a 2006 service population of 280.

Table 5

**Ten Libraries with Largest and Smallest Operating Expenditures per Capita  
2006**

Library	Operating Expenditures per Capita <sup>1</sup>
Madeline Island Public Library (La Pointe)	\$290.85
Oneida Community Library	112.34
Kilbourn Public Library (Wisconsin Dells)	106.60
Land O' Lakes Public Library	99.48
Irma Stein Memorial Library (Presque Isle)	91.89
La Crosse Public Library	91.20
Frank B. Koller Memorial Library (Manitowosh Waters)	83.93
Edward U. Demmer Memorial Library (Three Lakes)	76.30
Lac Courte Oreilles Ojibwa College Community Library (Hayward)	75.44
Elm Grove Public Library	72.51
<b>Average</b>	<b>36.06</b>
Oconto Falls Community Library	11.67
Neillsville Public Library	11.64
Crandon Public Library	11.42
Pepin Public Library	10.84
Hortonville Public Library	10.66
Chilton Public Library	10.48
Mondovi Public Library	10.47
Grantsburg Public Library	10.20
Redgranite Public Library	9.79
Alma Public Library	6.20

<sup>1</sup> Based on each library's 2006 operating expenditures divided by 2006 service population.

As shown in Table 6, the number of FTE library and regional library system employees increased from 3,172.01 in 2002 to 3,222.42 in 2006, or by 1.6 percent.

As shown in Table 7, libraries increased their staffing by 1.1 percent from 2002 through 2006, while regional library system staffing increased 10.5 percent. With 58.50 FTE employees, the South Central Library System employed the most system staff and accounted for 30.0 percent of all system employees in 2006. The reason, in part, is its contract to deliver interlibrary loan materials among all regional library systems in Wisconsin.

Table 6  
Staffing Trends<sup>1</sup>

Staff Type	Number of FTE Staff		Change	Percentage Change
	2002	2006		
Librarians <sup>2</sup>	1,268.88	1,243.72	(25.16)	(2.0%)
Other Paid Staff	1,903.13	1,978.70	75.57	4.0
<b>Total</b>	<b>3,172.01</b>	<b>3,222.42</b>	<b>50.41</b>	<b>1.6</b>

<sup>1</sup> Includes staff of libraries and regional library systems.

<sup>2</sup> Staff holding the title of Librarian.

Table 7  
Full-Time Equivalent Staffing, by Regional Library System

Regional Library System	2002		2006		Percentage Change	
	Library Staff	System Staff	Library Staff	System Staff	Library Staff	System Staff
Arrowhead	94.75	5.00	94.85	4.72	0.1%	(5.6%)
Eastern Shores	126.93	10.00	122.41	9.65	(3.6)	(3.5)
Indianhead	211.80	10.00	226.44	12.45	6.9	24.5
Kenosha County	105.99	0.00	113.07	0.00	6.7	–
Lakeshores	125.34	6.00	130.80	6.00	4.4	0.0
Manitowoc Calumet	68.85	4.00	64.25	4.00	(6.7)	0.0
Mid-Wisconsin	154.46	4.00	156.18	5.80	1.1	45.0
Milwaukee County	572.48	9.00	549.61	9.50	(4.0)	5.6
Nicolet	165.91	8.00	158.03	8.50	(4.7)	6.3
Northern Waters	80.32	8.00	76.41	9.45	(4.9)	18.1
Outagamie Waupaca	125.39	13.43	125.93	13.00	0.4	(3.2)
South Central	448.68	43.15	475.41	58.50	6.0	35.6
Southwest Wisconsin	49.60	10.40	54.13	8.00	9.1	(23.1)
Waukesha County	216.20	7.50	227.59	7.00	5.3	(6.7)
Winding Rivers	143.79	8.15	152.09	8.70	5.8	6.7
Winnefox	166.12	19.88	167.63	19.30	0.9	(2.9)
Wisconsin Valley	138.89	10.00	132.52	10.50	(4.6)	5.0
<b>Total</b>	<b>2,995.50</b>	<b>176.51</b>	<b>3,027.35</b>	<b>195.07</b>	<b>1.1</b>	<b>10.5</b>

## Circulation of Library Materials

**Statewide circulation of library materials increased 11.8 percent from 2002 to 2006.**

Expanding use of the Internet has not reduced the public's use of libraries. In fact, circulation of library materials was 59.6 million items in 2006 and increased by a minimum of 1.9 percent in each year shown in Table 8, which is an increase of 11.8 percent over the five-year period.

Table 8

### Statewide Circulation of Library Materials, by Year (in millions)

	Circulation	Percentage Change
2002	53.3	–
2003	54.7	2.6%
2004	56.8	3.8
2005	57.9	1.9
2006	59.6	2.9

**Two systems experienced circulation decreases from 2002 through 2006.**

As shown in Table 9, the largest percentage increase in circulation from 2002 through 2006 was 29.9 percent in the Indianhead Federated Library System. The largest increase in number of items circulated was 2.1 million in the South Central Library System. Only two systems, the Manitowoc Calumet Library System and the Milwaukee County Federated Library System, experienced circulation decreases over the five-year period.

Table 9

**Circulation of Library Materials, by Regional Library System**

Regional Library System	2002 Circulation	2006 Circulation	Percentage Change
Arrowhead	1,724,000	1,969,000	14.2%
Eastern Shores	2,208,000	2,477,000	12.2
Indianhead	3,815,000	4,954,000	29.9
Kenosha County	1,238,000	1,362,000	10.0
Lakeshores	1,920,000	2,045,000	6.5
Manitowoc Calumet	1,221,000	1,145,000	(6.2)
Mid-Wisconsin	2,878,000	3,140,000	9.1
Milwaukee County	8,116,000	7,702,000	(5.1)
Nicolet	3,491,000	3,758,000	7.6
Northern Waters	1,140,000	1,234,000	8.2
Outagamie Waupaca	2,440,000	2,781,000	14.0
South Central	9,991,000	12,095,000	21.1
Southwest Wisconsin	803,000	1,000,000	24.5
Waukesha County	4,226,000	4,862,000	15.0
Winding Rivers	2,140,000	2,507,000	17.1
Winnefox	3,700,000	4,251,000	14.9
Wisconsin Valley	2,242,000	2,349,000	4.8
<b>Total</b>	<b>53,293,000</b>	<b>59,631,000</b>	<b>11.9</b>

***Madison Public Library has the largest circulation of any library in Wisconsin.***

Among individual libraries, Madison Public Library, which is a member of the South Central Library System, had the largest circulation in 2006, as shown in Table 10. La Crosse Public Library experienced the largest percentage increase in circulation between 2002 and 2006, growing by 30.1 percent.

Table 10

## Ten Libraries with the Largest Circulation of Library Materials

Library	2002 Circulation	2006 Circulation	Percentage Change
Madison Public Library	3,736,000	4,678,000	25.2%
Milwaukee Public Library	3,281,000	2,807,000	(14.4)
Brown County Library (Green Bay)	2,326,000	2,373,000	2.0
Waukesha Public Library	1,504,000	1,472,000	(2.1)
Appleton Public Library	1,075,000	1,313,000	22.1
Hedberg Public Library (Janesville)	1,087,000	1,198,000	10.2
Kenosha Public Library	1,068,000	1,163,000	8.9
L.E. Phillips Memorial Public Library (Eau Claire)	992,000	1,153,000	16.2
Oshkosh Public Library	1,122,000	1,098,000	(2.1)
La Crosse Public Library	787,000	1,024,000	30.1

The automated systems most libraries use are capable of tracking circulation by media, such as book, periodical, compact disc, or DVD, and by whether the material was produced for adults or children. DPI collects and reports circulation data for the number of adult and children's materials circulated, but it does not collect data by media type.

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## Funding Libraries and Regional Library Systems ■

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Local libraries are funded primarily with municipal and county taxes, although most also receive some funding through income from contracts, donations, gifts, fees, fines, and other sources, such as special fund-raising activities by friends and foundation groups. Regional library systems are funded with GPR and, increasingly, segregated revenue from the Universal Service Fund.

### Funding Sources

***Funding for operations of libraries and regional library systems increased from \$201.7 million in 2002 to \$230.0 million in 2006.***

As shown in Table 11, funding for operations of libraries and regional library systems increased from \$201.7 million in 2002 to \$230.0 million in 2006, which is 14.0 percent. In 2006, funding for libraries and regional library systems was:

- 59.4 percent municipal funding, which includes taxes appropriated by the municipality or tribe that established the library;
- 21.4 percent county funding, which includes taxes appropriated by the county and funds transferred to the library through the regional library system or a county service library;
- 11.4 percent other funding, which includes gifts, donations, interest, fines, fees, and special fund-raising events;

- 6.5 percent state aid, which includes GPR and segregated revenue provided for operating regional library systems;
- 0.8 percent federal aid, which includes funding provided through federal programs such as Library Services and Technology Act awards; and
- 0.5 percent contract income, which includes income from contracts with other libraries, counties, other local government units, and regional library systems.

Table 11

**Library and Regional Library System Funding for Operations, by Source<sup>1</sup>**  
(in millions)

	Municipal Funding	County Funding	Other Funding	State Aid	Federal Aid	Contract Income	Total <sup>2</sup>
2002	\$120.1	\$42.2	\$22.3	\$14.7	\$1.1	\$1.2	\$201.7
2003	123.5	44.5	22.3	14.2	2.0	1.2	207.6
2004	125.3	45.9	22.1	14.2	1.9	1.2	210.7
2005	131.6	47.8	22.5	14.2	2.2	1.7	220.0
2006	136.7	49.1	26.3	14.9	1.8	1.2	230.0

<sup>1</sup> Includes funding for libraries and regional library systems.

<sup>2</sup> Totals may not sum because of rounding.

***Regional library systems typically set aside a portion of their annual funding for large capital projects.***

Overall, funding for libraries and regional library systems has been approximately 10.0 percent greater than operating expenditures in each year. Because systems have limited borrowing authority under s. 43.17(9), Wis. Stats., they typically set aside a portion of their annual funding for large capital projects, such as major system upgrades to their online catalogs. Large libraries use similar methods to pay for capital expenses, such as new construction, renovations, and other projects that require significant financial planning.

Library directors have indicated that s. 43.15(2), Wis. Stats., the statutory requirement known as maintenance of effort, has allowed them to maintain their levels of services during times of limited budgets. Some library directors believe that without this requirement—under which a local government must provide at least

the average of three prior years' funding for library services if the local library is to participate in a regional library system—some municipalities and counties would fund library services at significantly lower levels. Others noted that although the maintenance of effort requirement has prevented significant budget reductions, libraries' increasing costs related to staffing, especially benefit costs, have caused them to spend less on collection development and to develop alternative funding sources.

### **Municipal and County Funding**

***Counties and municipalities provided 80.8 percent of total funding for library services in 2006.***

In 2006, \$185.8 million, or 80.8 percent of total funding for library services, was provided by counties and municipalities. Under s. 43.64(1), Wis. Stats., a county board may levy a tax to provide funds for library services. However, any municipality that levies a tax for its own library may request to be exempt from the county tax if the municipality's appropriation for library services is equal to or greater than the amount the county would have levied under the county tax.

***Counties are required to reimburse libraries within their boundaries for library use by their residents who live in municipalities without libraries.***

Under s. 43.12(1), Wis. Stats., a county must reimburse each library within its boundaries for library use by individuals within the county who reside in municipalities without their own libraries. 2005 Wisconsin Act 420 expanded this reimbursement requirement to adjacent counties. Beginning in 2008, counties are required to reimburse libraries in all adjacent counties for library use by residents who reside in municipalities without libraries. Reimbursement must be at least 70.0 percent of the average cost of circulation for each item loaned, which is calculated by dividing operating expenditures by circulation. This statutory requirement does not apply to Milwaukee County or to the seven counties that maintain consolidated county libraries—Adams, Brown, Door, Florence, Marathon, Marinette, and Portage—because all of these counties' residents are considered residents of municipalities that have access to library services.

Some librarians and other local officials we surveyed expressed concern that the 70.0 percent reimbursement rate does not cover the full cost of library use. Others indicated that the rate is not adequate because municipalities' circulation costs vary, and the formula for determining them does not include capital costs. One librarian indicated that exempting Milwaukee County libraries from reimbursing adjacent counties encourages libraries in surrounding counties to refuse to provide services to residents of Milwaukee County. Despite these concerns, 74.4 percent of the libraries responding to our survey supported county reimbursement for library use.

***Some municipalities have entered into voluntary reimbursement agreements for library use.***

Some municipalities that operate and directly support their own libraries have also entered into voluntary reimbursement agreements, under which their residents may borrow materials from another municipality's library. For example:

- In Dane County, any municipality that maintains a library must reimburse other libraries within the county for borrowing by its residents if it would like countywide library access and services.
- Adams County Public Library, a county consolidated library, reimburses the Village of Oxford in adjacent Marquette County for the use of the village library's services by Adams County residents.
- Marathon County Public Library, a county consolidated library, reimburses the City of Marshfield in adjacent Wood County, in part, for the use of Wood County's libraries by Marathon County residents.

Voluntary reimbursement requirements are most common in urban areas and municipalities located on system borders. Among libraries responding to our survey, 24.4 percent received payments from other municipalities for their residents' library use, but only about one-third of respondents supported the use of these voluntary agreements.

### **Other Funding Sources**

***Libraries and regional library systems received \$26.3 million in supplemental funding in 2006.***

In 2006, supplemental funding from gifts, donations, interest, fines, fees, and special fund-raising events provided \$26.3 million for libraries and regional library systems, or 11.4 percent of their total funding. Respondents to our survey reported that fines and book sales were the most common methods for raising supplemental funds, as shown in Table 12. In addition to the methods shown in the table, some libraries also sell coffee, charge for meeting room space, and recycle ink cartridges.

While not all libraries charge fines for overdue materials, those that do tend to charge similar amounts for books. Fines for other media, such as movies and compact discs, varied to a much greater degree. Almost all adult and children's book fines are less than \$0.25 per day, while media fines ranged from no charge to more than \$1.50 per day, as shown in Table 13.

Table 12

**Common Methods of Raising Supplemental Operating Revenue**

Methods	Number of Libraries	Percentage of Total <sup>1</sup>
Fines for Overdue Materials	134	74.4%
Book Sales	132	73.3
Copy, Fax, and Printing Fees	19	10.6
Donations	9	5.0
Vending Machine Sales	8	4.4

<sup>1</sup> Based on 180 responses to our survey question.

Table 13

**Overdue Fines for Library Materials**

Daily Amount	Number of Libraries Charging for:		
	Adult Books	Children's Books	Other Media <sup>1</sup>
No Fines Charged	24	32	18
\$0.01 to \$0.25	155	147	49
\$0.26 to \$0.50	0	0	28
\$0.51 to \$0.75	1	1	2
\$0.76 to \$1.00	0	0	76
\$1.01 to \$1.25	0	0	5
\$1.26 to \$1.50	0	0	0
More than \$1.50	0	0	2
<b>Total</b>	<b>180</b>	<b>180</b>	<b>180</b>

<sup>1</sup> Includes materials such as movies and compact discs.

**Nearly three-quarters of libraries responding to our survey have a foundation or friends group.**

Nearly three-quarters of the 180 libraries that responded to our survey have a foundation or friends group. Of these groups, 96.3 percent conducted fund-raising activities and 79.9 percent provided volunteer assistance with library operations. Table 14 shows the most common programs and services funded by friends groups.

Table 14

## Common Programs or Services Funded by Friends Groups

Program or Services	Number of Libraries	Percentage of Total <sup>1</sup>
Purchase of Library Furnishings	100	74.6%
Summer Library Programs	96	71.6
Collection Development	80	59.7
Computers	54	40.3
Capital Campaigns	47	35.1
Adult Reading Programs, Such as Book Clubs	37	27.6
Software Programs	28	20.9
After-School Programs	26	19.4
Literacy Development	9	6.7

<sup>1</sup> Based on 134 responses to our survey question.

In addition, 32 libraries reported conducting fund-raising activities and events other than those of a foundation or friends group. Additional revenue from these activities supports a variety of services and programs, including collection development, summer programs, and the purchase of library furnishings.

#### Best Practice

*It is a best practice for libraries to:*

- *use an array of funding sources to support library services, such as book sales; and*
- *consider the formation of friends and foundation groups both to assist in providing volunteer support and to further facilitate their fund-raising efforts.*

## Capital Projects

***Funding for capital projects by libraries and systems totaled \$101.0 million from 2002 through 2006.***

As shown in Table 15, funding for capital projects by libraries and systems statewide totaled \$101.0 million from 2002 through 2006. Municipal funds provided \$67.1 million, or 66.4 percent, of total funding for capital projects over this five-year period.

Table 15

**Library and Regional Library System Funding for Capital Projects, by Funding Source<sup>1</sup>**  
(in millions)

	Municipal Funding	Other Funding <sup>2</sup>	County Funding	State Aid	Federal Aid	Total
2002	\$15.3	\$ 5.8	\$1.5	\$0.6	\$0.2	\$ 23.5
2003	13.4	5.8	1.2	0.4	0.1	20.8
2004	7.8	2.7	1.3	0.2	0.5	12.5
2005	25.4	3.9	2.8	0.3	0.1	32.5
2006	5.2	5.4	0.6	0.1	0.4	11.7
<b>Total</b>	<b>\$67.1</b>	<b>\$23.6</b>	<b>\$7.4</b>	<b>\$1.6</b>	<b>\$1.3</b>	<b>\$101.0</b>

<sup>1</sup> Totals may not sum because of rounding.

<sup>2</sup> Includes gifts, donations, and revenue from fees and fines assessed on library patrons.

Forty-six of the 180 libraries that responded to our survey, or 25.6 percent, had undertaken capital campaigns in the past five years. Most raised money for building construction or to renovate existing buildings. Table 16 shows common purposes of capital campaigns conducted in the last five years.

Table 16

**Common Purposes of Capital Campaigns**

Purpose of Capital Campaigns	Number of Libraries <sup>1</sup>	Percentage of Total <sup>2</sup>
Renovating Existing Facilities	17	37.0%
Constructing New Central or Main Library Building	15	32.6
Adding to Existing Facilities	14	30.4
Constructing a New Branch Library Building	2	4.3

<sup>1</sup> Respondents could indicate more than one purpose.

<sup>2</sup> Based on 46 responses to our survey question.

## Regional Library System Funding

***Universal Service Fund funding for regional library systems has increased steadily since 2005.***

Until FY 2003-04, state aid to the regional library systems was funded entirely with GPR. 2003 Wisconsin Act 33, the 2003-05 Biennial Budget Act, shifted \$4.2 million in library system aid payments to the Universal Service Fund, which was established in 1993 to ensure that all state residents receive essential telecommunications services and have access to advanced telecommunications capabilities. Funding for the Universal Service Fund is provided through annual assessments paid by telecommunications providers. The addition of the library system aid payments correspondingly increased the assessments paid by telecommunications providers.

As shown in Table 17, the Universal Service Fund has increasingly supplemented or replaced GPR funding for regional library systems. Under 2007 Wisconsin Act 20, the 2007-09 Biennial Budget Act, GPR funding was reduced by \$8.6 million, and funding from the Universal Service Fund increased to \$19.5 million—including a transfer of \$9.2 million from the Fund’s unencumbered balance in FY 2007-08. An unencumbered balance had accumulated because the assessments paid by telecommunications providers exceeded expenditures for other programs funded through the Universal Service Fund; none of the balance was attributable to assessments collected for library systems aid. The budget repair bill proposed by the Governor in March 2008 would replace all GPR funding with \$11.3 million from the Universal Service Fund to fund regional library systems beginning in FY 2008-09.

Table 17

### Regional Library System State Aid by Funding Source (in millions)

FY	GPR	Universal Service Fund	Total	Percentage Change
2001-02	\$14.7	\$0.0	\$14.7	–
2002-03	14.2	0.0	14.2	(3.4)%
2003-04	12.1	2.1	14.2	0.0
2004-05	12.1	2.1	14.2	0.0
2005-06	10.7	4.2	14.9	4.9
2006-07	11.3	4.2	15.5	4.0
2007-08 <sup>1</sup>	2.1	14.0	16.1	3.9
2008-09 <sup>1</sup>	11.3	5.5	16.8	4.3

<sup>1</sup> Budgeted amount.



**The amount in state aid each regional library system receives is based on the amount received in the previous year.**

DPI distributes funding appropriated for regional library systems according to a statutory formula enumerated in s. 43.24, Wis. Stats., which bases each system’s annual award on the amount received in the previous year, with any additional funds distributed so that each system receives the same percentage increase each year. The formula was established in 1999 Wisconsin Act 9, the 1999-2001 Biennial Budget Act, and was based upon factors such as population, geographic area, and local expenditures for library services.

**The Milwaukee County Federated Library System received the largest amount of state aid in 2006.**

As shown in Table 18, the Milwaukee County Federated Library System received almost \$2.7 million in state aid, which represented 17.8 percent of 2006 state aid for regional library systems and was more than the amount received by any other system. The Manitowoc Calumet Library System received the smallest amount, \$310,000.

Table 18

**State Aid Provided to Regional Library Systems  
2006**

Regional Library System	State Aid	Percentage of Total
Arrowhead	\$ 436,000	2.9%
Eastern Shores	575,000	3.9
Indianhead	1,117,000	7.5
Kenosha County	396,000	2.7
Lakeshores	633,000	4.2
Manitowoc Calumet	310,000	2.1
Mid-Wisconsin	749,000	5.0
Milwaukee County	2,658,000	17.8
Nicolet	1,062,000	7.1
Northern Waters	525,000	3.5
Outagamie Waupaca	603,000	4.0
South Central	2,043,000	13.7
Southwest Wisconsin	361,000	2.4
Waukesha County	952,000	6.4
Winding Rivers	762,000	5.1
Winnefox	880,000	5.9
Wisconsin Valley	846,000	5.7
<b>Total</b>	<b>\$14,909,000</b>	<b>100.0%</b>

***Some regional library system directors believe the funding formula does not adequately address each system's needs.***

Regional library system directors have mixed opinions about the current funding formula. Some believe it is equitable because each system receives the same percentage increase each year, but others believe the current formula does not adequately address certain needs. For example, some system directors believe that systems covering larger geographic areas should receive additional funds to reflect their additional costs for services such as materials delivery. Some system directors also noted that the funding formula does not address demographic trends, such as an aging or fast-growing population, which may require systems and libraries to provide additional or specialized services.

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## Regional Library Systems ■

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While some services provided by regional library systems are statutorily required, others have been developed to meet the specific needs and challenges of each system. Services can be provided by systems directly, through contracts with resource libraries, or through collaboration with other systems.

### System Services

***Regional library systems are statutorily required to provide certain services.***

Section 43.24(2), Wis. Stats., requires each of the 17 regional library systems to provide specific services in order to qualify and maintain eligibility for state aid, including:

- equal access to library services for all residents who live within the system's boundaries;
- interlibrary loans of materials;
- in-service staff training, such as continuing education for participating library personnel;
- assistance to member libraries with challenging reference questions;
- consulting services to member libraries, including assistance with administrative and statutory compliance issues, public relations, and collection development;

- promotion and facilitation of library services to users with special needs; and
- cooperative planning with DPI, member libraries, and other types of libraries, such as school, college, university, and private libraries, related to the sharing of library resources.

### Materials Delivery and Online Catalogs

Regional library systems are statutorily required to facilitate the sharing of library materials among their member libraries through interlibrary loan, which provides patrons access to library materials that are not available at their local libraries. To facilitate this access, systems have created online catalogs to provide member libraries with easy access to materials available at other libraries within their systems. Online catalogs are particularly important for rural and smaller libraries because they greatly expand the materials available to patrons. As shown in Table 19, more than one-half of the libraries we surveyed indicated that an online catalog is the most valuable service provided by their system.

Table 19

#### Most Valuable Services Provided by Regional Library Systems

Service	Number of Libraries	Percentage of Total
Online Catalog of Materials	104	57.8%
Delivery of Library Materials	43	23.9
Continuing Education for Librarians	5	2.8
Youth and Children’s Services	3	1.6
Marketing and Public Relations	2	1.1
Other <sup>1</sup>	23	12.8
<b>Total</b>	<b>180</b>	<b>100.0%</b>

<sup>1</sup> Includes a wide range of services, such as technical help and grants for collection development, as well as responses indicating that all system services were valuable.

***Regional library systems provide for materials delivery among member libraries.***

We found that systems provide materials delivery differently, based on costs and available staff resources. Typically, libraries receive daily material request lists from their systems and remove requested items from their shelves for delivery to other libraries. Some systems, such as Arrowhead, provide materials delivery using their own staff, while others, such as Northern Waters, subcontract with private courier services to deliver all materials. In addition, while the Milwaukee County Federated Library System processes and sorts all interlibrary loan requests, it subcontracts with a private firm for materials delivery to suburban areas, and with Milwaukee Public Library for delivery to that library's branches.

All regional library systems provide their member libraries with access to online catalogs of library collections. For example, the Outagamie Waupaca Library System developed an online reference and card catalog system, known as InfoSoup, which provides patrons with access to digitized collections of local historical maps and images, as well as specialized booklists that include the titles of popular books for families, adults, children, and teens. The Nicolet Federated Library System—with the exception of the Brown County Library—also participates in InfoSoup and, as a result, library collections are shared between the two systems. Member libraries pay annual fees to participate in InfoSoup, but the Outagamie Waupaca Library System and Nicolet Federated Library System completely funded its initial start-up.

Providing member libraries with access to online catalogs of library collections has greatly increased the volume of interlibrary loan materials for delivery because the catalogs allow patrons to see the collections of other libraries. As the costs associated with materials delivery have increased, some systems and libraries have sought ways to reduce these costs. For example, in October 2007, Milwaukee Public Library announced plans to limit the ability of patrons to reserve some non-print materials. The decision was made in response to budget cuts and is expected to save the library approximately \$100,000 in staffing costs. However, the Milwaukee County Federated Library System has questioned the change, and its attorney issued an opinion in December 2007 stating that Milwaukee Public Library is violating its contract to participate in the system. In response, the Milwaukee City Attorney's Office issued an opinion in January 2008 stating that the Milwaukee County Federated Library System member library agreement conflicts with Wisconsin law concerning the powers and duties given to libraries and their boards. The Director of the Milwaukee County Federated Library System indicated that the system may need to negotiate an addendum to the member library agreement concerning participation in providing materials to all member libraries.

**Approximately 10.0 percent of libraries do not participate in their regional library system's online shared catalog.**

Almost 90.0 percent of the libraries surveyed participate in their regional library system's online catalog. The remaining 10.0 percent may participate in a shared online catalog other than the catalog provided by their system. Several libraries indicated that they will soon join their system's online catalog, while others indicated that their staff and library board had different software preferences than what the system offered or believed that it was too costly.

#### **Best Practice**

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*It is a best practice for regional library systems to encourage all member libraries to participate in systemwide online catalogs of library materials in order to provide a wider selection of materials to patrons.*

### **Technology Support**

**All regional library systems provide support for technology in member libraries.**

All regional library systems provide support for technology in their member libraries, including services shown in Table 20. Some systems make information technology staff available to assist with troubleshooting and installing new software and hardware, while others provide such staffing at lower fees than member libraries would be charged by private contractors. All 17 systems provide consulting for the purchase of computer software and hardware, as well as Wide Area Network support that allows member libraries to maintain online catalogs and provide Internet access. Many systems also offer centralized purchasing for software and hardware, which allows member libraries to obtain a lower price than they could obtain individually. Survey respondents also noted that because system staff are more familiar with the online catalog and system operations, they can resolve many problems more quickly and at a lower cost than outside consultants could.

Table 20

Technology Support Provided by Regional Library Systems

Regional Library System	Consulting for Purchases of Software and Hardware	Wide Area Network Support	Troubleshooting	Installation of Software and Hardware	Centralized Purchasing of Software and Hardware
Arrowhead	■	■	■		
Eastern Shores	■	■	■	■	■
Indianhead	■	■	■	■	■
Kenosha County	■	■	■		■
Lakeshores	■	■	■		
Manitowoc Calumet	■	■	■		
Mid-Wisconsin	■	■	■	■	
Milwaukee County	■	■	■	■	■
Nicolet	■	■	■	■	■
Northern Waters	■	■	■	■	■
Outagamie Waupaca	■	■	■	■	■
South Central	■	■	■	■	■
Southwest Wisconsin	■	■			■
Waukesha County	■	■	■		
Winding Rivers	■	■	■		■
Winnefox	■	■	■	■	■
Wisconsin Valley	■	■	■	■	■

Regional library system directors reported that maintaining current information technology and managing its related costs are challenging but important in promoting access to library services. For example:

- The Wisconsin Valley Library Service has challenges in providing sufficient bandwidth for its member libraries because patrons are downloading larger amounts of material and using electronic services more frequently.
- The Nicolet Federated Library System has challenges in providing adequate technological resources to manage increases in circulation that result from participating in an online catalog.

- The Mid-Wisconsin Federated Library System has challenges in ensuring adequate staff training in operating the online shared catalog.
- The Indianhead Federated Library System has challenges in providing adequate technology services to its member libraries in rural areas.

***Regional library systems can assist member libraries with new information technology.***

Regional library systems can assist libraries with limited technology resources in adopting new technologies when they become available. Individual libraries often do not have the resources available to maintain current technology and, therefore, look to their systems for guidance. Systems also help train library staff in using the online catalog, Web sites, new software, and other technology upgrades. For example:

- The Lakeshores Library System helps its member libraries install software that gives certain computer activities, such as searching the online catalog, priority over activities such as playing games and browsing the Internet.
- The Outagamie Waupaca Library System helps its member libraries design their own Web sites to better serve patrons.
- The South Central Library System maintains 14 laptop computers with wireless Internet access that its libraries can reserve to provide additional computer access for patrons.
- The Northern Waters Library Service helps its member libraries implement automated sign-in systems for computer use, which gives patrons who provide a user name and password access to a computer for a limited amount of time. Automating this process allows library staff to assist other patrons instead of monitoring computer use.

**Best Practice**

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*It is a best practice for regional library systems to assist their member libraries in maintaining current information technology, managing technology costs, and providing training in new technologies to help ensure equal access to library services for all system patrons.*



## Consulting Services

***Regional library systems are statutorily required to provide consulting services to libraries.***

The consulting services regional library systems are required to provide are not defined in s. 43.24(2), Wis. Stats. Therefore, we defined consulting as:

- assistance with administrative and compliance issues, including helping member libraries comply with statutory requirements;
- assistance with public relations and promoting library use, including issuing press releases and developing promotional materials for library programs;
- assistance in addressing the needs of library users who may have special needs, including those with physical and mental disabilities, the socially and economically disadvantaged, nursing home residents, incarcerated individuals, and those with limited English proficiency;
- assistance with the application of appropriate technologies to improve and provide more efficient library services to the public;
- assistance with collection development in order to provide patrons with access to current materials, including best-selling books and recently released compact discs and DVDs;
- advice on developing programs for youth, including the development of summer reading programs and children's story time; and
- assistance in evaluating current and future building and space needs, including evaluations of existing space, offering preliminary space plan layouts, and providing information on architectural firms.

Fourteen of the 17 systems provide all of these services in some capacity, while the other three systems provide five of these six services. For example:

- The Arrowhead Library System designs brochures and posters about library programs and services, issues press releases to local newspapers about special library events, and promotes library usage on a daily radio segment.

- The Eastern Shores Library System coordinates the application process for a systemwide grant to provide services to patrons with special needs from member libraries' collections.
- The South Central Library System maintains South Central In-Demand, a program through which it funds the purchase of popular materials for systemwide access in order to decrease patrons' waiting time to borrow popular materials.
- The Lakeshores Library System employs a youth services coordinator who designs age-appropriate youth programs for member libraries.
- The Northern Waters Library Service maintains a collection of reference materials related to addressing its member libraries' building space needs.

### **Addressing Needs of Member Libraries**

***Regional library systems provide various services to address the needs of member libraries' patrons.***

Because of differences in the size of the areas they serve and the demographic characteristics and varied interests and priorities of member libraries and their patrons, regional library systems face different challenges. For example, in rural systems covering large areas, providing adequate Internet access and timely book delivery are challenging. The Indianhead Federated Library System indicated that some rural libraries do not have service providers for high-speed or wireless Internet. The Northern Waters Library Service, a large rural system, operates a books-by-mail program that brings materials to individuals who are homebound, have physical disabilities, or live more than 15 miles from the nearest library. In addition, the Wisconsin Valley Library Service indicated that book delivery is costly because it is a large system consisting of many small rural libraries.

Some services provided by regional library systems address the needs of specific age groups, such as young or older adults. For example, the Milwaukee County Federated Library System administers the Milwaukee Bucks Reading Program to encourage youth to read, offers computer training for adults, and provides information on post-secondary options for Milwaukee high school students through its resource library. The Wisconsin Valley Library Service offers nostalgia kits to nursing home residents and seniors, to better serve its growing elderly population by helping individuals recall memories. As part of a grant application, the Southwest

Wisconsin Library System conducted a survey to identify services that could be provided to address the needs of seniors.

One system director we interviewed suggested that each regional library system perform a yearly evaluation to determine how well it is providing services to the public and to provide more cost-effective services.

### Best Practice

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*It is a best practice for regional library systems to periodically identify services needed by member libraries' patrons through surveys and to tailor their services to best address these needs.*

## Providers of System Services

Regional library systems are statutorily required to contract with a resource library and pay it to provide certain services. Systems can decide whether to provide other services directly, through a private contractor, through their resource library, through collaboration with another system, or through a consortium of member libraries.

### Resource Libraries

***Resource libraries can provide services beyond those provided by regional library systems.***

As noted, each regional library system is statutorily required to have a resource library to provide backup reference, information, and interlibrary loan service for all member libraries, as well as access to and development of specialized collections. Each system's board annually negotiates an agreement with a member library—typically the member library with the largest annual operating budget—to serve as the system's resource library for the following year. Systems have the autonomy to decide if they would like to have their resource library provide additional services beyond those required by statute.

***Payments to resource libraries and the services resource libraries provide vary greatly.***

The extent to which resource libraries provide services varies according to the needs of individual regional library systems. Payments from systems to resource libraries ranged from \$500 to approximately \$1.5 million in 2007. For example:

- The Manitowoc Calumet Library System pays Manitowoc Public Library \$30,595 annually for services such as backup reference, interlibrary loan support, and access to and development of specialized collections. Lakeshores Library System annually pays Racine Public Library \$20,000 to provide similar support.

- The South Central Library System pays Madison Public Library approximately \$304,800 annually, which includes:
  - \$145,600 for backup reference and interlibrary loan services;
  - \$79,800 for the purchase of popular and in-demand materials for system residents;
  - \$60,200 for general library improvement, such as collection development for digital and print materials as determined by Madison Public Library, which is the most visited and widely used library in the system;
  - \$14,000 for reference collection development; and
  - \$5,200 for youth materials.
  
- The Southwest Wisconsin Library System pays \$500 annually to Platteville Public Library to serve as its resource library and provide backup reference assistance and process the interlibrary loan requests of member libraries. Southwest Wisconsin Library System also pays \$2,500 to Madison Public Library as a supplementary resource library under s. 43.16(2), Wis. Stats. As a result, if Platteville Public Library is unable to provide resource services, Southwest Wisconsin Library System can refer interlibrary loan and reference requests to Madison Public Library.
  
- The Milwaukee County Federated Library System annually pays Milwaukee Public Library \$725,000, which includes \$400,000 for reference and information assistance, \$230,000 for the purchase of specialized collections, \$70,000 for overhead expenses, and \$25,000 for capital expenses.

***Kenosha Public Library provides all of the services for the Kenosha County Library System.***

The Kenosha County Library System is unique because its resource library, Kenosha Public Library, provides all of the services for the system, and its library director also serves as the system's director. The Kenosha County Library System pays Kenosha Public Library approximately \$1.5 million annually, which is the system's entire allocation of state aid, to provide all system functions, which include

operating and maintaining an online catalog; offering continuing education courses; and providing consulting services, technology support, and bookmobile service to rural areas without libraries. As a result, the Kenosha County Library System is the only system that does not have any of its own staff.

In our interviews, some system directors expressed concern that the role of resource libraries has not changed as technology has reduced member libraries' need for their reference assistance. As a result, some also questioned whether the services provided by resource libraries justify system payments for these services.

### **Best Practice**

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*It is a best practice for regional library systems to periodically evaluate the type and amount of services provided by resource libraries and assess whether the payment levels for these services are appropriate.*

## **System Collaboration**

### **Regional library systems collaborate to provide both required and additional services.**

Under s. 43.17(6), Wis. Stats., a regional library system may contract with another system within Wisconsin, or in adjacent states, to provide or receive library services. Collaboration exists both for statutorily required services and for other services offered by systems. It offers additional benefits to library patrons and may enable systems to provide services more efficiently and effectively. For example, multi-system collaboration on an online shared catalog expands the materials available to patrons of participating systems. Joint hosting of continuing education workshops for library employees allows library staff to share ideas related to staff training, addressing library challenges, and offering services. In addition, conducting joint training allows systems to share training costs.

We found that some systems have agreements under which they receive payments for services, while others exchange services without payments or provide and plan services jointly. For example:

- The Mid-Wisconsin Federated Library System and the Lakeshores Library System collaborate through an intersystem agreement to jointly operate their online shared catalog. The two systems share the costs of maintaining the catalog, based upon their populations and the number of libraries in each system.

- The Eastern Shores Library System and the Manitowoc Calumet Library System collaborate to provide consulting services through workshops in areas such as budget planning, collection development, assistance with member library reimbursement requests, and purchasing library journals and other professional materials.
- The Milwaukee County Federated Library System and the Waukesha County Federated Library System staff jointly plan continuing education workshops for member library employees on topics such as children’s services, fund-raising, technology, and marketing.
- The Northern Waters Library Service hosts continuing education workshops that are attended by Indianhead Federated Library System staff.
- The Lakeshores Library System employs a youth services and special needs coordinator who designs programs for that system and for the Mid-Wisconsin Federated Library System. In return, the Mid-Wisconsin Federated Library System employs a continuing education specialist who coordinates programs for both systems.

**Best Practice**

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*It is a best practice for regional library systems to explore additional opportunities for collaboration that can lead to more efficient and lower-cost delivery of services.*



## Provision of Library Services ■

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The ways in which patrons use libraries are changing. In response, libraries have developed innovative service delivery methods to maximize their use of staff and facilities, including providing more technology-based and automated services and access to specialized collections. Many libraries also use local media outlets and Web sites to promote library use and services.

### Staffing

DPI has established three grades of certification for librarians, based upon the population of the municipalities or counties governing each library. Education, professional training, and experience requirements become more stringent as population increases. Certification is for five years and can be renewed by participation in 100 hours of continuing education at any point during the five-year period.

***Two-thirds of survey respondents indicated current library staffing levels were inadequate to effectively meet service needs.***

As library circulation increases, adequately trained staff are needed to process requested materials and provide additional services. Two-thirds of the libraries that responded to our survey indicated current staffing levels were inadequate to effectively meet service needs. The areas of greatest staffing need reported were:

- monitoring computer use, which includes assisting patrons with Internet access and enforcing time limits on computer use;

- performing administrative tasks, including processing returned library materials; and
- providing reference assistance to patrons.

To address staffing limitations, some libraries changed how they provide services. For example, Marathon County Public Library used private business management techniques suggested by a consultant to create more flexible position descriptions, which allowed employees to increase their range of skills and centralized some responsibilities, such as cataloging new materials. Mead Public Library in Sheboygan increased self-service opportunities for patrons by improving signage.

***Continuing education and cross-training of staff help libraries address staffing shortages.***

Some libraries noted that continuing education and cross-training of staff have helped to address staffing shortages. For example, Monona Public Library and several other libraries have addressed short-term staffing needs related to staff illnesses or vacations and are able to provide additional assistance during busy periods because they have trained staff to perform duties related to all library operations.

**Best Practice**

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*It is a best practice for libraries to periodically evaluate cross-training and centralizing certain responsibilities as means for staff to serve patrons more effectively.*

***Some libraries use volunteers to reduce the need for additional staff.***

Some libraries reduce their need for additional staff by using volunteers for tasks such as processing returned materials and shelving books. However, at some libraries, collective bargaining agreements prevent the use of volunteers for duties assigned to existing unionized staff. For example, River Falls Public Library noted that its volunteers may not work behind the circulation desk but may help shelve, repair, and deliver books. Hartford Public Library noted that collective bargaining agreements prohibit volunteers from doing any staff assignments, including shelving books, except in the local history room, which is not affected by the agreements. Caestecker Public Library in Green Lake is staffed entirely by volunteers on Sundays year-round, while Hildebrand Memorial Library in Boscobel uses volunteers for shelving and cleaning. Volunteers at Bruce Area Library in Rusk County function as the sole library staff on Saturdays and occasionally assist on other days when the library director, the library's only employee, is not available. In addition, most friends groups provide volunteers for library events and activities, such as facilitating book discussions and children's programs, and some provide gardening services for library grounds.



Although volunteers can be beneficial to libraries that need additional assistance and are unable to hire professional or other staff, libraries should also consider the amount of time existing staff have available to train and monitor volunteers' work, whether their work is in conflict with existing collective bargaining agreements, and whether volunteers or professional librarians are best-suited to perform the work. Some libraries choose not to use volunteers because their training can require a substantial amount of staff time that cannot be justified by short-term volunteer commitments. In addition, some libraries do not use volunteers because of concerns that county and municipal governments may mistakenly assume that libraries can function without professional staff trained in library sciences.

### Best Practice

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*It is a best practice for libraries to assess the extent to which volunteers can be effectively used to assist in providing library services.*

## Facilities

***More than one-half of libraries indicated that they need more space to adequately provide services to their patrons.***

The need for space was second only to staffing needs among survey respondents: 94 libraries, or 52.2 percent, indicated that they needed more space to adequately provide services to their patrons, and 50 libraries noted they needed either an additional building or to remodel existing facilities in order to accommodate additional computers, materials, storage, and meetings. Several libraries noted they have space limitations because of popular summer programs. For example, Aram Public Library in Delavan rented an outdoor tent to accommodate a popular summer reading program.

Some libraries have developed strategies for managing patron services within existing space. For example:

- Wonevok Public Library and many other libraries periodically remove unpopular titles and materials from their shelves in order to provide space for more current and popular titles.
- Milwaukee Public Library issues day passes that allow its patrons to use an academic library, such as Marquette University's library, for access to material that consequently does not have to be housed in Milwaukee Public Library.

- Lester Public Library of Vesper, a small library that serves approximately 1,000 people, provides a rotating collection of materials from Marshfield Public Library instead of purchasing and storing additional materials. Several other libraries also noted that their regional library systems provide rotating collections.

#### Best Practice

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*It is a best practice for libraries to:*

- *periodically review their collections to identify and remove materials that are not being circulated, in order to make space for more current or popular materials; and*
- *use rotating collections and enter into agreements that provide access to other libraries with more extensive materials or specialized collections.*

## Providing Internet Access and Other Technology Services

***One of the most popular services libraries provide is access to public computers and the Internet.***

In response to our survey, 124 libraries noted that access to public computers and the Internet was one of the most popular services they provided, second only to the accessibility of books, DVDs, and other loaned materials. As shown in Table 21, 82 of 178 libraries, or 46.1 percent, indicated that they did not need additional Internet-connected computer terminals to meet patrons' needs, while 96 libraries, or 53.9 percent, indicated they did. Although most of these libraries indicated they needed only 1 to 5 additional computers, four larger libraries—Milwaukee, Madison, Kenosha, and Racine libraries—indicated a need for more than 20 additional computers each.

***Some libraries have made wireless Internet access available to patrons with their own computers.***

Data collected by DPI indicate that from 2002 through 2006, the number of computers available for public use at libraries increased 20.3 percent, from 4,477 to 5,386, and the number of Internet-connected computers increased 32.6 percent, from 3,295 to 4,369. Nevertheless, as shown in Table 22, 64.4 percent of survey respondents report setting time limits on the use of existing computers to meet increasing demand for Internet access at the library, while 56.7 percent have installed wireless Internet access for patrons with their own computers.

Table 21

**Reported Need for Additional Internet-Connected Computer Terminals**

Additional Terminals Needed	Libraries Reporting	Percentage of Total
None	82	46.1%
1 to 5	55	30.9
6 to 10	24	13.5
11 to 15	3	1.7
16 to 20	10	5.6
More than 20	4	2.2
<b>Total<sup>1</sup></b>	<b>178</b>	<b>100.0%</b>

<sup>1</sup> Two libraries did not answer this survey question.

Table 22

**Popular Methods to Meet Public Demand for Internet Access<sup>1</sup>**

Methods	Number of Libraries	Percentage <sup>2</sup>
Set Time Limits on Public-Access Computer Terminals	116	64.4%
Installed Wireless Internet Access in the Library	102	56.7
Increased the Number of Public-Access Computer Terminals	89	49.4
Installed Time-Limit Monitoring Software on Public-Access Computer Terminals	40	22.2

<sup>1</sup> Respondents could select more than one method.

<sup>2</sup> Based on 180 responses to our survey question.

Some libraries expressed concerns that computer access and other technology-based services are not accurately reflected in the measurement of library activity, which is largely based on circulation. Although it can be difficult to measure computer use, a standard measure could be useful for libraries to track the use of technology-based services, including access to online catalogs and databases, as well as the Internet.

## Specialized Collections and Services

***Many libraries attempt to tailor their collections and services to address patrons' needs.***

Libraries have developed their collections and services to address the needs of various groups of users, as well as demographic shifts within their communities that can include aging populations, growing numbers of school-age children, or increases in non-English speaking residents. For example, Rhinelander District Library has started purchasing more large-print and audio books in response to an increase in the number of older adults using the library. Tomahawk Public Library is providing materials to local nursing homes and senior citizen complexes because many people are choosing to retire to the area.

Marathon County Public Library noted concerns with addressing multicultural issues, such as an increasing number of Spanish-speaking patrons, along with an established Hmong population. To address these concerns, Marathon County Public Library provides library brochures and maintains special collections in Spanish and Hmong, subscribes to an online program that teaches English as a Second Language, employs two staff members who speak Hmong, and encourages staff to learn Spanish. Eager Free Public Library in Evansville works with English as a Second Language teachers in local schools to share its services with children and their parents. Clinton Public Library also provides outreach services by delivering programming and books to its Hispanic residents, and Waukesha Public Library offers a bilingual story hour and brochures in Spanish.

Libraries can use community input and surveys to determine the services they offer patrons. For example, Tomahawk Public Library bases its collection development decisions on community feedback, as well as trends in the circulation of materials. Marathon County Public Library also relies on patron feedback to make collection decisions.

### Best Practice

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*It is a best practice for libraries to periodically assess and modify their services in order to best address the changing needs of their patrons.*

## Automation of Services

Providing online access to materials and self-service resources, such as self-checkout machines, allow libraries to provide better service to patrons. Online catalog and reservation systems enable patrons to use library services from home, while self-service resources for patrons allow staff to perform other duties.

## Online Access to Materials

**Online catalogs allow patrons to locate available materials without going to the library.**

Many libraries now offer access to their catalog and reservation system over the Internet. For example, Madison Public Library participates in the South Central Library System's Library Interchange Network Catalog (LINKcat), which allows patrons to find and request materials from all system libraries and to receive e-mail notices when the materials are available for pick-up. The online catalog allows patrons to use library services without going to the library and allows librarians to spend less time assisting patrons with locating materials.

Some libraries maintain their own online catalogs without system involvement. For example, six libraries in Barron and Rusk counties, which are part of the Indianhead Federated Library System, operate a shared online catalog system separate from their system's online catalog. Brown County operates its own catalog separate from the catalog used by the Nicolet Federated Library System but is working with the system to join its online catalog in 2009. In addition, the University of Wisconsin-Stevens Point manages Portage County Public Library's catalog on the university's automated system. Because these libraries do not participate in their systems' online catalogs, their patrons can readily identify materials that are available at their own libraries, but not materials at other system libraries.

Another online resource available to libraries and their patrons at any time of day is AskAway, an online reference service that connects patrons with librarians from around the country who can answer their questions. Patrons can e-mail their questions to an AskAway librarian or correspond online immediately with a librarian. The service is supported by libraries; regional library systems; DPI; and Wisconsin Library Services, a nonprofit organization that focuses on library cooperation and resource sharing.

### Best Practice

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*It is a best practice for libraries to:*

- *encourage the use of electronic resources, such as online databases and library catalogs; and*
- *participate in their regional library system's online catalog of library materials to offer their patrons access to material outside their own collections.*

### Self-Service Resources

***Self-checkout machines can permit circulation staff to perform other duties and may save libraries money.***

Some libraries in Wisconsin have installed self-checkout machines, which permit patrons to check out library materials with less assistance from library staff. Self-checkout allows circulation staff to perform other duties, such as shelving returned items, and may help libraries limit their staffing costs. Although self-checkout machines may permit library staff to perform other duties, a staff member still needs to be available to assist patrons who may not be familiar with the equipment. One library noted that purchasing the machines may cost up to \$30,000 and then require an additional \$2,000 per year to maintain, while hiring a new library clerk may cost \$45,000 per year, including benefits.

Only 26 of the libraries that responded to our survey, or 14.4 percent, had self-checkout machines. Neenah Public Library has acquired both check-in equipment and two self-checkout machines to reduce staff duties and handle increases in the circulation of materials. The average circulation of libraries that use self-checkout machines is approximately 787,000 loans of library materials per year and ranges from 28,000 loans per year at the Woodville Community Library to 4.7 million loans per year at Madison Public Library. Milwaukee Public Library does not offer self-checkout but believes it could benefit from the technology. It recently completed a study that estimated the cost to implement a self-checkout process would be \$3.5 million. Milwaukee Public Library plans to implement the process if funds become available as part of its facilities budget.

***The cost of purchasing and maintaining self-checkout machines deters most libraries from installing them.***

As shown in Table 23, the reason that 76.0 percent of responding libraries gave for not offering self-checkout services is the cost of purchasing and maintaining equipment. Others noted that they do not have adequate space for the machines or lack security measures to prevent theft, such as anti-theft tags for books and security towers at exits. Several libraries also stated that their patrons and staff prefer assistance from library staff over using self-checkout services.

Table 23

#### Primary Reasons for Not Offering Self-Checkout Services

Reasons	Number of Libraries	Percentage of Libraries <sup>1</sup>
High Cost of Purchasing Self-Checkout Equipment	117	76.0%
Volume of Circulation Is Not High Enough to Warrant Equipment Cost	78	50.7
High Ongoing Maintenance Costs	73	47.4

<sup>1</sup> Based on 154 responses to our survey question.

***Some libraries allow patrons to retrieve reserved materials without the assistance of library staff.***

Some libraries have also shelved reserved materials where patrons can retrieve them directly, without the assistance of library staff. For example, both Madison Public Library's central library branch and Hudson Area Joint Library put the requested materials on shelves accessible to patrons.

The use of new technology, such as automated self-checkout machines, and increasing use of computers and the Internet at libraries require staff to know how to use and maintain these resources. As noted, regional library systems may provide technical support staff to assist with such equipment, which several libraries noted was a valuable service.

#### **Best Practice**

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*It is a best practice for libraries to periodically evaluate the use of technology and automation for serving patrons and reducing the need for additional staff in a period of limited budgets, as well as the availability of technology support from both library and system staff.*

## **Promoting Library Use and Services**

In addition to using innovative staffing, technology, and other strategies to provide effective services, libraries try to inform the public of the services and programs they provide and foster local support to ensure adequate funding. Several libraries noted that it is important for libraries to market themselves, demonstrate their efficiencies, and educate local officials about their role and importance in the community, in part because some libraries have had to limit or cut staff and hours of operation in response to limited budgets. For example:

- Rhinelander District Library has a weekly column in a free local newspaper that features library topics. It also produces a newsletter, which is inserted into the newspaper twice each year and provides information on library programs for children, young adults, and adults, along with information about special services.
- The Dunn County Library Planning Committee and the county's four library directors have made PowerPoint presentations to the Dunn County Board showing trends in library circulation and staffing, as well as information on the number of registered borrowers, public-access computers, and hours of operation. Although these presentations

are not made during deliberation of funding related to library services, library directors indicated that the presentations have increased Board members' awareness of library use and the value of library services.

- Eager Free Public Library publishes a weekly calendar of library programming in the local newspaper, along with announcements about new materials that may include when a new book will be available for checkout, a brief synopsis, and information about its author.

***Some libraries use the Internet to inform patrons about library services, special programs, and new materials.***

In addition, most of the libraries we visited had Web sites to inform patrons about library services, special programs, and new materials. The sites frequently provide links to regional library system Web sites that allow patrons access to online shared catalogs, as well as other system services.

**Best Practice**

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*It is a best practice for libraries to inform local officials and the general public, through local media outlets and the Internet, about the programs and services they provide.*

## DPI Library Standards

***DPI created standards for libraries to assess levels of service and plan for future activities.***

In November 2005, DPI created standards for libraries as guidelines for assessing general levels of service and to plan for future activities. DPI does not use the standards to distribute state aid to regional library systems. DPI based the standards on data from libraries' annual reports, standards established in other states, and the professional judgment of DPI staff. Some of DPI's basic library service standards are as follows:

- The library board adopts written policies for operating the library and reviews them on a regular basis, ensuring that all policies are reviewed at least every three years.
- With input from the community, the library board and staff develop and write a long-range plan that covers the next three to five years of services and long-term space needs.



- The library is adequately supported by municipal or county funds on an ongoing basis; grants and donations supplement, but do not supplant, the basic funding structure of the library.
- Annually, the library implements a number of generally accepted publicity techniques to promote library use.
- The library provides opportunities for each key employee to receive at least ten hours of continuing education activities each year, which is prorated for part-time staff.
- The library has local or system staff or outside assistance available to resolve technology problems in a timely manner.
- The library has staff trained to assist patrons with the effective use of technologies.
- The library has a collection and resource development policy based on community needs and the diversity of population groups, including removing unpopular items from the collection.
- The library's catalog is available via the Internet with the use of a Web browser and is accessible 24 hours per day, seven days per week.
- The library has a dedicated high-speed connection to the Internet, which is available to multiple library workstations.

In addition, DPI has established minimum quantitative standards based on the judgment that residents of any community need a minimum level of library service regardless of community size. These include:

- the library is open a minimum of 25 hours per week;
- the minimum number of library staff is 1.0 FTE employee;
- the minimum number of volumes held is 8,000 books; and
- minimum annual local expenditures on collection development, including electronic resources, are \$10,000.

Because the amount each library spends on services and the number of residents served by each library vary, DPI established eight quantitative standards based on library service populations. Service population includes residents of a library's municipality, plus an additional population determined from circulation statistics for county residents without a library. The levels of service for each standard are described as basic, moderate, enhanced, or excellent, and each quantitative standard varies depending on each library's service population. When DPI established these quantitative standards in 2005, it set the levels of service so that approximately 30.0 percent of libraries initially did not meet the basic level of service for each standard. This was done to encourage improvement in libraries with lower levels of service.

***DPI established quantitative standards to allow comparison among libraries.***

We selected four of the eight standards and determined the level of service for each library in Wisconsin. The four standards not selected were related to the size of specific types of materials in each library's collection, such as the number of periodicals and audio or video recordings held. The benchmarks for the four quantitative standards we selected are listed in Appendix 3.

***Three libraries met excellent levels of service for all four quantitative library standards we reviewed.***

As shown in Table 24, we found that the percentage of libraries not meeting basic service levels for each of the four standards varied from 23.6 to 36.1 percent in 2006. Moreover, we found that 32 libraries, or 8.4 percent, did not offer basic levels of service for any of the four standards, while three libraries met excellent levels of service for all four standards—Edward U. Demmer Memorial Library in Three Lakes, Hutchinson Memorial Library in Randolph, and Prairie du Sac Public Library. Appendix 4 shows service levels for all Wisconsin libraries.

As noted, these service standards can help libraries plan for future activities. In addition, libraries can use the standards when communicating with their boards and with local officials to direct funding and service priorities. The standards provide an impartial measure by which each library's performance can be assessed in comparison to all libraries in Wisconsin. DPI also suggests that libraries use the standards to set targets for progressive improvement over time. Because the standards are based on service population, libraries need to continually reassess their staffing, hours of operation, funding, and collections if they intend to meet or exceed basic service levels.

#### **Best Practice**

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*It is a best practice for libraries, library boards, and local governing bodies to use DPI library standards to help assess the adequacy of current library services and assist in planning efforts by, for example, directing funds to areas of greatest need.*

Table 24

**Number of Libraries Meeting DPI Library Standards  
2006**

Standard	Number of Libraries <sup>1</sup>	Percentage
<b>Number of Hours Open per Week</b>		
Below Basic	118	30.9%
Basic	90	23.6
Moderate	76	19.9
Enhanced	62	16.2
Excellent	36	9.4
<b>Total</b>	<b>382</b>	<b>100.0%</b>
<b>Number of FTE Staff per 1,000 Population</b>		
Below Basic	90	23.6%
Basic	83	21.7
Moderate	73	19.1
Enhanced	88	23.0
Excellent	48	12.6
<b>Total</b>	<b>382</b>	<b>100.0%</b>
<b>Annual Materials Expenditures per Capita</b>		
Below Basic	138	36.1%
Basic	76	19.9
Moderate	27	7.1
Enhanced	83	21.7
Excellent	58	15.2
<b>Total</b>	<b>382</b>	<b>100.0%</b>
<b>Collection Size per Capita</b>		
Below Basic	99	25.9%
Basic	77	20.2
Moderate	74	19.4
Enhanced	78	20.4
Excellent	54	14.1
<b>Total</b>	<b>382</b>	<b>100.0%</b>

<sup>1</sup> Six of the seven counties that offer county library services serve all county residents and do not operate physical libraries. As a result, the total for number of libraries equals 382, rather than 388.



## Appendix 1

### **Best Practices Local Government Advisory Council**

Edward Huck, Executive Director  
Wisconsin Alliance of Cities

Craig Knutson, County Administrator  
Rock County

Mort McBain, County Administrator  
Marathon County

Anthony Roach, City Administrator  
City of Fitchburg

Donna Vogel, Clerk/Treasurer  
Town of Pleasant Springs

Appendix 2

**2006 Wisconsin Library Statistics<sup>1</sup>**

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
<b>Arrowhead Library System</b>						
Beloit Public Library	Beloit	Rock	44,898	48,000	440,108	29,306
Clinton Public Library	Clinton	Rock	3,465	2,340	32,966	2,742
Eager Free Public Library	Evansville	Rock	7,190	6,785	85,000	6,902
Edgerton Public Library	Edgerton	Rock	7,304	17,652	83,173	6,150
Hedberg Public Library	Janesville	Rock	83,867	65,000	1,198,251	56,663
Milton Public Library	Milton	Rock	9,043	8,000	97,083	4,732
Orfordville Public Library	Orfordville	Rock	2,739	900	31,977	1,673
<b>System Total</b>			<b>158,506</b>	<b>148,677</b>	<b>1,968,558</b>	<b>108,168</b>
<b>Eastern Shores Library System</b>						
Cedar Grove Public Library	Cedar Grove	Sheboygan	3,045	10,997	39,838	2,772
Cedarburg Public Library	Cedarburg	Ozaukee	17,440	10,812	229,134	15,313
Elkhart Lake Public Library	Elkhart Lake	Sheboygan	3,079	3,699	29,554	1,918
Frank L. Weyenberg Library	Mequon	Ozaukee	27,022	33,600	331,816	21,217
Kohler Public Library	Kohler	Sheboygan	3,215	8,837	59,439	2,806
Lakeview Community Library	Random Lake	Sheboygan	6,135	11,100	62,789	4,178
Mead Public Library	Sheboygan	Sheboygan	69,650	88,000	837,304	49,190
Oostburg Public Library	Oostburg	Sheboygan	5,346	7,000	58,670	3,437
Oscar Grady Public Library	Sauville	Ozaukee	8,082	11,360	96,616	4,850
Plymouth Public Library	Plymouth	Sheboygan	13,822	16,790	108,184	8,693
Sheboygan Falls Memorial Library	Sheboygan Falls	Sheboygan	12,056	18,600	121,213	7,344
U.S.S. Liberty Memorial Public Library	Grafton	Ozaukee	16,199	26,650	196,380	10,699
W.J. Niederkorn Library	Port Washington	Ozaukee	17,456	21,434	226,638	11,520
<b>System Total</b>			<b>202,547</b>	<b>268,879</b>	<b>2,397,575</b>	<b>143,937</b>
<b>Indianhead Federated Library System</b>						
Altoona Public Library	Altoona	Eau Claire	9,264	8,040	115,178	4,839
Amery Public Library	Amery	Polk	12,386	7,433	111,134	7,425
Augusta Memorial Public Library	Augusta	Eau Claire	2,861	3,205	29,566	2,340
Baldwin Public Library	Baldwin	St. Croix	8,139	7,345	94,872	3,789
Balsam Lake Public Library	Balsam Lake	Polk	3,090	1,600	28,562	2,074
Barron County Library Service	Rice Lake	Barron	0	800	297	30,936
Barron Public Library	Barron	Barron	9,211	10,500	77,604	11,342
Boyceville Public Library	Boyceville	Dunn	3,039	3,270	27,654	1,077
Bruce Area Library	Bruce	Rusk	2,051	4,509	8,805	893

Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Arrowhead (continued)</b>								
110,248	12,355	7,690	50	238	7.00	21.00	28.00	\$1,887,394
24,122	969	2,945	7	52	1.00	1.50	2.50	115,568
34,326	2,610	3,038	116	116	1.80	2.54	4.34	218,864
30,636	1,274	2,126	107	96	1.00	3.30	4.30	277,307
227,385	26,589	19,445	465	545	10.60	40.20	50.80	3,459,529
24,498	1,115	2,068	0	38	3.43	0.00	3.43	221,044
11,549	510	1,258	0	43	1.00	0.48	1.48	77,060
<b>462,764</b>	<b>45,422</b>	<b>38,570</b>	<b>745</b>	<b>1,128</b>	<b>25.83</b>	<b>69.02</b>	<b>94.85</b>	<b>\$6,256,766</b>
<b>Eastern Shores (continued)</b>								
26,378	1,022	1,530	33	66	2.53	0.50	3.03	\$ 136,993
75,197	3,410	3,802	380	201	5.00	5.83	10.83	627,139
18,761	674	2,443	133	47	1.30	0.49	1.79	89,327
109,395	5,500	5,694	69	197	4.25	11.25	15.50	968,184
45,027	730	4,261	540	70	0.50	2.15	2.65	182,840
34,188	1,204	2,096	167	89	3.88	0.28	4.16	192,198
321,512	13,841	18,154	13,867	531	8.50	37.32	45.82	3,520,847
24,441	726	1,772	296	79	1.75	0.58	2.33	93,074
31,535	1,466	3,255	0	120	1.00	4.70	5.70	254,575
79,160	1,777	2,913	517	170	2.00	4.60	6.60	413,182
43,666	4,137	5,348	0	158	3.98	1.53	5.51	297,953
70,533	4,449	4,892	0	176	4.00	5.20	9.20	569,015
49,099	3,407	4,924	218	194	3.40	5.89	9.29	529,054
<b>928,892</b>	<b>42,343</b>	<b>61,084</b>	<b>16,220</b>	<b>2,098</b>	<b>42.09</b>	<b>80.32</b>	<b>122.41</b>	<b>\$7,874,381</b>
<b>Indianhead (continued)</b>								
37,100	2,958	4,938	183	113	2.00	2.88	4.88	\$354,649
78,041	5,300	4,600	0	88	4.65	0.13	4.78	317,848
13,584	814	1,401	127	107	2.18	0.00	2.18	89,014
24,804	1,500	2,152	229	108	1.00	1.95	2.95	166,630
10,941	499	998	19	75	1.00	0.00	1.00	47,358
12,957	762	281	0	0	1.45	0.50	1.95	428,709
37,843	1,634	2,166	93	162	2.00	2.68	4.68	298,099
9,578	485	1,058	54	34	1.60	0.00	1.60	77,157
13,221	436	968	0	26	0.75	0.03	0.78	34,262

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
<b>Indianhead</b> (continued)						
Cadott Community Library	Cadott	Chippewa	3,215	3,375	25,536	2,234
Calhoun Memorial Library	Chetek	Barron	5,429	3,870	44,474	1,407
Cameron Public Library	Cameron	Barron	2,403	1,080	12,442	3,215
Carleton A. Friday Memorial Library	New Richmond	St. Croix	17,961	8,500	221,696	9,649
Centuria Public Library	Centuria	Polk	1,322	1,426	8,902	669
Chippewa Falls Public Library	Chippewa Falls	Chippewa	41,201	18,025	417,739	15,790
Clarella Hackett Johnson Public Library	Sand Creek	Dunn	665	1,100	7,020	592
Clear Lake Public Library	Clear Lake	Polk	2,986	4,144	34,478	1,156
Colfax Public Library	Colfax	Dunn	3,022	1,800	26,926	1,351
Cornell Public Library	Cornell	Chippewa	3,253	3,313	31,909	1,028
Cumberland Public Library	Cumberland	Barron	5,588	3,900	45,802	4,158
D.R. Moon Memorial Library	Stanley	Chippewa	4,339	5,400	25,044	3,910
Deer Park Public Library	Deer Park	St. Croix	949	3,400	11,356	512
Dresser Public Library	Dresser	Polk	1,223	1,024	11,919	586
Durand Community Library	Durand	Pepin	4,439	11,000	31,861	-
Ellsworth Public Library	Ellsworth	Pierce	6,992	2,880	99,751	4,485
Elmwood Public Library	Elmwood	Pierce	1,216	3,000	20,042	586
Fairchild Public Library	Fairchild	Eau Claire	888	1,272	2,215	578
Fall Creek Public Library	Fall Creek	Eau Claire	2,352	2,814	22,213	979
Frederic Public Library	Frederic	Polk	5,063	6,183	73,290	2,263
G.E. Bleskacek Family Memorial Library	Bloomer	Chippewa	6,886	4,560	48,601	4,729
Glenwood City Public Library	Glenwood City	St. Croix	2,751	1,516	28,879	1,272
Hammond Community Library	Hammond	St. Croix	3,998	2,300	55,098	995
Hawkins Area Library	Hawkins	Rusk	636	4,000	2,891	209
Hazel Mackin Community Library	Roberts	St. Croix	3,139	1,600	24,641	922
Hudson Area Joint Library	Hudson	St. Croix	29,856	3,189	286,865	15,673
L.E. Phillips Memorial Public Library	Eau Claire	Eau Claire	84,401	58,000	1,153,457	50,475
Luck Public Library	Luck	Polk	3,053	1,121	26,576	1,565
Menomonie Public Library	Menomonie	Dunn	36,026	17,040	333,355	16,108
Milltown Public Library	Milltown	Polk	3,209	3,120	29,248	1,332
Ogema Public Library	Ogema	Price	1,118	4,896	7,058	963
Osceola Public Library	Osceola	Polk	8,388	3,140	83,913	4,286
Park Falls Public Library	Park Falls	Price	5,501	19,056	67,272	5,162
Pepin Public Library	Pepin	Pepin	3,195	3,336	29,254	917
Phillips Public Library	Phillips	Price	9,447	5,784	93,482	5,940
Pierce County Library Service	Elmwood	Pierce	0	1,000	9,545	2,064
Plum City Public Library	Plum City	Pierce	2,754	3,000	61,403	438



Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Indianhead (continued)</b>								
17,180	657	1,223	79	69	0.75	1.16	1.91	\$ 82,685
14,098	916	1,249	45	37	2.88	0.00	2.88	75,765
7,182	388	552	0	29	1.05	0.00	1.05	33,000
45,739	3,507	4,814	499	131	7.00	3.17	10.17	550,845
8,214	371	1,020	36	22	0.83	0.00	0.83	40,923
92,707	8,056	5,126	135	209	10.25	4.30	14.55	958,856
7,350	450	485	0	28	0.58	0.00	0.58	17,607
11,261	1,400	1,806	49	68	0.88	0.90	1.78	91,237
8,946	689	1,213	0	41	1.76	0.00	1.76	81,227
9,840	714	1,301	792	38	1.10	0.03	1.13	58,630
16,249	794	1,519	0	63	2.75	0.00	2.75	162,937
22,646	1,146	984	42	80	2.50	0.00	2.50	104,035
9,932	675	922	105	32	1.05	0.00	1.05	34,346
12,528	543	476	209	50	0.61	0.50	1.11	58,564
51,994	1,933	1,920	65	69	1.75	0.63	2.38	107,204
19,144	1,935	3,439	281	70	3.00	0.09	3.09	153,884
11,582	393	749	0	44	1.33	0.00	1.33	52,079
10,109	54	302	66	0	0.75	0.00	0.75	13,572
14,041	884	990	0	31	1.18	0.00	1.18	72,252
13,790	1,726	2,246	12	82	1.70	0.55	2.25	120,217
21,239	967	1,265	58	51	3.00	0.23	3.23	164,740
8,549	322	876	134	45	1.00	0.75	1.75	99,100
22,466	965	2,189	29	74	1.88	0.00	1.88	114,730
9,699	50	1,100	0	–	0.50	0.50	1.00	14,445
13,376	836	972	0	47	1.38	0.04	1.42	116,120
56,288	2,583	3,171	322	104	3.00	6.25	9.25	555,112
222,454	21,102	21,441	8,571	430	7.00	41.63	48.63	3,308,531
9,187	511	740	4	31	1.25	0.00	1.25	60,424
42,615	4,153	4,658	228	194	4.00	8.20	12.20	648,590
12,898	1,053	1,104	83	56	2.45	0.00	2.45	103,768
16,772	335	1,176	0	8	1.00	0.10	1.10	38,603
18,185	1,271	2,283	42	89	3.45	0.05	3.50	142,841
35,942	1,940	1,874	983	103	3.00	2.05	5.05	342,679
12,258	575	1,413	21	45	0.93	0.00	0.93	34,629
23,514	471	1,059	385	76	4.45	0.00	4.45	292,064
15,873	252	35	0	4	1.45	0.00	1.45	410,394
7,362	755	1,366	2	60	2.00	0.30	2.30	93,704

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
<b>Indianhead (continued)</b>						
Polk County Library Federation	Balsam Lake	Polk	0	4,632	27,169	16,800
Prescott Public Library	Prescott	Pierce	5,466	6,556	63,727	3,754
Price County Library Service	Park Falls	Price	0	2,112	4,875	2,799
Rice Lake Public Library	Rice Lake	Barron	20,075	9,000	189,172	7,456
River Falls Public Library	River Falls	Pierce	23,523	24,000	341,199	14,963
Rusk County Community Library	Ladysmith	Rusk	12,885	9,000	134,719	15,482
Somerset Public Library	Somerset	St. Croix	6,228	3,500	56,777	3,131
Spring Valley Public Library	Spring Valley	Pierce	2,444	4,500	29,005	1,023
St. Croix Falls Public Library	St. Croix Falls	Polk	4,339	1,800	44,575	1,969
Turtle Lake Public Library	Turtle Lake	Barron	4,621	1,344	39,179	2,022
Woodville Community Library	Woodville	St. Croix	2,417	4,416	28,349	1,221
<b>System Total</b>			<b>450,903</b>	<b>341,726</b>	<b>4,968,571</b>	<b>303,533</b>
<b>Kenosha County Library System</b>						
Community Library	Salem	Kenosha	30,713	13,500	199,574	85,094
Kenosha Public Library	Kenosha	Kenosha	128,917	94,018	1,162,814	85,094
<b>System Total</b>			<b>159,630</b>	<b>107,518</b>	<b>1,362,388</b>	<b>170,188</b>
<b>Lakeshores Library System</b>						
Aram Public Library	Delavan	Walworth	16,636	12,412	103,207	5,840
Barrett Memorial Library	Williams Bay	Walworth	6,180	3,500	66,821	2,242
Brigham Memorial Library	Sharon	Walworth	2,116	3,102	20,807	1,079
Burlington Public Library	Burlington	Racine	17,798	16,019	178,297	13,210
Darien Public Library	Darien	Walworth	2,740	6,000	17,075	1,199
East Troy Lions Public Library	East Troy	Walworth	8,164	4,800	36,297	3,439
Fontana Public Library	Fontana	Walworth	4,055	6,800	49,063	2,021
Genoa City Public Library	Genoa City	Walworth	4,511	2,400	32,401	2,452
Graham Public Library	Union Grove	Racine	9,226	7,200	65,163	3,575
Lake Geneva Public Library	Lake Geneva	Walworth	17,530	16,030	107,576	9,712
Matheson Memorial Library	Elkhorn	Walworth	21,068	21,000	134,673	9,342
Racine Public Library	Racine	Racine	139,637	65,000	941,628	60,893
Rochester Public Library	Rochester	Racine	4,920	4,000	32,713	-
Walworth Memorial Library	Walworth	Walworth	5,541	2,653	39,900	3,978
Waterford Public Library	Waterford	Racine	22,999	18,000	218,889	8,276
<b>System Total</b>			<b>283,121</b>	<b>188,916</b>	<b>2,044,510</b>	<b>127,258</b>

Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Indianhead (continued)</b>								
29,415	1,264	1,935	89	13	2.69	0.00	2.69	\$ 532,124
23,733	1,451	2,406	170	75	3.18	0.83	4.01	208,177
19,433	0	0	0	0	0.15	0.38	0.53	254,011
40,813	1,938	2,136	1	189	6.00	3.64	9.64	614,618
76,548	5,552	6,546	1,981	180	5.00	7.40	12.40	849,597
40,324	2,662	5,203	294	70	6.23	0.00	6.23	391,533
15,248	614	1,276	32	66	2.10	0.38	2.48	145,145
14,649	683	1,407	9	38	1.33	0.00	1.33	52,284
11,681	844	912	65	50	2.13	0.00	2.13	102,351
16,159	1,090	2,229	60	38	1.90	0.03	1.93	86,675
11,971	335	1,172	0	26	1.40	0.00	1.40	109,288
<b>1,491,252</b>	<b>96,193</b>	<b>122,842</b>	<b>16,683</b>	<b>4,068</b>	<b>134.18</b>	<b>92.26</b>	<b>226.44</b>	<b>\$14,569,868</b>
<b>Kenosha (continued)</b>								
84,019	6,160	5,901	4	331	5.00	16.50	21.50	\$1,020,362
345,476	24,518	21,309	1,518	1,568	22.44	69.13	91.57	5,930,607
<b>429,495</b>	<b>30,678</b>	<b>27,210</b>	<b>1,522</b>	<b>1,899</b>	<b>27.44</b>	<b>85.63</b>	<b>113.07</b>	<b>\$6,950,969</b>
<b>Lakeshores (continued)</b>								
51,319	2,005	3,252	270	158	1.00	5.70	6.70	\$ 352,336
22,201	1,517	3,052	3	82	1.33	2.28	3.61	150,243
10,415	530	1,738	0	34	1.00	1.10	2.10	81,530
61,742	3,146	2,987	1,269	199	4.25	8.55	12.80	676,170
14,224	525	1,130	22	48	3.63	0.00	3.63	99,870
19,445	1,820	1,803	0	78	1.65	1.98	3.63	182,824
30,523	2,338	3,556	42	144	3.65	0.38	4.03	198,499
19,384	547	776	0	46	1.80	0.05	1.85	79,385
36,230	1,024	709	93	105	1.64	3.30	4.94	236,101
58,440	3,309	1,625	0	190	3.00	9.00	12.00	638,039
57,463	2,045	3,433	110	110	2.20	5.35	7.55	555,557
274,027	16,988	13,719	246,804	442	16.40	35.10	51.50	3,725,538
17,963	559	1,472	125	52	1.60	1.73	3.33	126,739
24,199	2,360	1,037	25	70	2.65	0.08	2.73	133,481
50,449	3,683	4,283	390	180	5.90	4.50	10.40	529,338
<b>748,024</b>	<b>42,396</b>	<b>44,572</b>	<b>249,153</b>	<b>1,938</b>	<b>51.70</b>	<b>79.10</b>	<b>130.80</b>	<b>\$7,765,650</b>

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
<b>Manitowoc Calumet Library System</b>						
Brillion Public Library	Brillion	Calumet	7,582	11,537	64,969	5,275
Chilton Public Library	Chilton	Calumet	17,949	9,767	94,360	4,516
Kiel Public Library	Kiel	Manitowoc	7,656	6,470	76,256	4,334
Lester Public Library	Two Rivers	Manitowoc	19,088	25,000	207,075	14,784
Manitowoc Public Library	Manitowoc	Manitowoc	58,210	53,000	640,382	40,568
New Holstein Public Library	New Holstein	Calumet	7,194	6,976	62,139	3,894
<b>System Total</b>			<b>117,679</b>	<b>112,750</b>	<b>1,145,181</b>	<b>73,371</b>
<b>Mid-Wisconsin Federated Library System</b>						
Beaver Dam Community Library	Beaver Dam	Dodge	31,792	26,000	336,494	25,676
Brownsville Public Library	Brownsville	Dodge	2,995	3,200	35,220	809
Dodge County Library Service	Beaver Dam	Dodge	0	1,800	0	0
Dwight Foster Public Library	Fort Atkinson	Jefferson	18,561	21,270	195,931	14,237
Fox Lake Public Library	Fox Lake	Dodge	2,745	2,400	19,704	1,096
Germantown Community Library	Germantown	Washington	30,708	26,900	288,515	23,632
Hartford Public Library	Hartford	Washington	19,698	14,500	171,978	18,691
Horicon Public Library	Horicon	Dodge	5,572	5,972	66,836	2,639
Hustisford Community Library	Hustisford	Dodge	4,812	6,000	41,623	2,239
Hutchinson Memorial Library	Randolph	Dodge	2,696	10,068	33,304	1,555
Iron Ridge Public Library	Iron Ridge	Dodge	1,001	2,500	23,149	719
Irvin L. Young Memorial Library	Whitewater	Jefferson	16,107	14,900	172,271	15,787
Jefferson Public Library	Jefferson	Jefferson	12,405	12,272	112,412	6,561
Johnson Creek Public Library	Johnson Creek	Jefferson	4,329	3,276	52,814	2,166
Juneau Public Library	Juneau	Dodge	5,575	10,900	41,172	1,444
Karl Junginger Memorial Library	Waterloo	Jefferson	4,009	13,580	49,030	3,651
Kewaskum Public Library	Kewaskum	Washington	6,042	3,500	54,408	2,433
L.D. Fargo Public Library	Lake Mills	Jefferson	8,554	11,460	97,984	7,688
Lomira Public Library	Lomira	Dodge	2,846	1,500	22,017	1,225
Lowell Public Library	Lowell	Dodge	372	900	1,954	367
Mayville Public Library	Mayville	Dodge	7,493	7,200	71,395	8,675
Powers Memorial Library	Palmyra	Jefferson	3,769	5,703	37,618	3,337
Reeseville Public Library	Reeseville	Dodge	1,190	1,025	8,321	378
Slinger Community Library	Slinger	Washington	10,236	7,200	92,928	5,210
Theresa Public Library	Theresa	Dodge	2,713	3,000	23,982	852
Watertown Public Library	Watertown	Jefferson	32,035	24,665	370,349	29,914
Waupun Public Library	Waupun	Dodge	12,520	15,000	124,255	8,205
West Bend Community Memorial Library	West Bend	Washington	61,273	62,000	593,921	47,569
<b>System Total</b>			<b>312,048</b>	<b>318,691</b>	<b>3,139,585</b>	<b>236,755</b>

Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Manitowoc Calumet (continued)</b>								
37,505	2,216	2,396	624	153	3.15	0.34	3.49	\$ 200,722
53,743	2,331	2,513	151	143	3.30	0.63	3.93	188,173
36,620	1,065	2,201	1,200	107	1.88	2.73	4.61	227,654
81,845	6,353	6,753	1,284	203	5.00	8.00	13.00	716,190
228,728	15,617	14,797	2,297	351	8.00	27.39	35.39	2,311,593
38,226	2,436	4,364	218	96	1.80	2.03	3.83	215,445
<b>476,667</b>	<b>30,018</b>	<b>33,024</b>	<b>5,774</b>	<b>1,053</b>	<b>23.13</b>	<b>41.12</b>	<b>64.25</b>	<b>\$3,859,777</b>
<b>Mid-Wisconsin (continued)</b>								
111,931	9,767	9,225	3,731	167	4.00	8.25	12.25	\$ 820,486
20,943	363	3,488	32	83	1.20	0.08	1.28	59,898
0	0	2,373	0	9	0.12	1.00	1.12	743,888
73,116	4,619	5,044	293	215	3.00	7.00	10.00	573,360
12,809	543	1,320	0	106	1.00	1.50	2.50	124,157
109,189	8,531	5,257	63	205	4.00	9.28	13.28	802,940
106,092	6,948	4,448	1,400	200	2.00	6.50	8.50	693,103
30,347	2,424	2,282	311	68	2.11	1.51	3.62	216,909
17,414	716	2,286	184	77	0.91	1.18	2.09	123,965
22,949	793	1,956	230	65	2.28	0.25	2.53	140,026
20,974	642	2,943	90	128	1.16	0.00	1.16	52,467
90,824	5,656	6,873	1,067	225	3.00	8.07	11.07	796,798
47,719	1,717	1,663	713	120	2.68	4.40	7.08	411,119
21,129	1,306	1,524	189	57	1.00	2.55	3.55	200,678
33,780	865	1,589	422	45	1.00	2.43	3.43	210,751
28,098	1,333	1,936	0	79	4.00	0.00	4.00	262,021
27,963	1,052	1,714	120	67	2.50	0.00	2.50	147,127
31,034	2,299	2,277	97	99	1.00	4.15	5.15	291,132
19,005	506	1,422	141	57	1.23	0.00	1.23	61,306
6,089	275	341	50	23	0.50	0.00	0.50	19,157
55,193	2,450	2,468	99	116	3.48	0.30	3.78	154,878
31,064	719	2,422	0	77	1.00	1.41	2.41	128,702
8,714	121	863	0	26	1.18	0.00	1.18	37,718
29,918	1,004	1,916	747	50	1.00	3.39	4.39	271,367
21,643	281	1,200	108	66	1.55	0.00	1.55	62,508
95,396	7,171	4,808	587	242	4.00	12.38	16.38	851,355
58,616	3,332	2,933	4,304	153	4.00	4.40	8.40	562,531
170,776	11,726	7,353	608	340	9.50	11.75	21.25	1,370,950
<b>1,302,725</b>	<b>77,159</b>	<b>83,924</b>	<b>15,586</b>	<b>3,165</b>	<b>64.40</b>	<b>91.78</b>	<b>156.18</b>	<b>\$10,191,297</b>

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
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### Milwaukee County Federated Library System

Brown Deer Public Library	Brown Deer	Milwaukee	11,751	15,000	265,246	7,300
Cudahy Family Library	Cudahy	Milwaukee	18,444	30,000	319,084	12,180
Franklin Public Library	Franklin	Milwaukee	33,003	40,000	465,678	20,792
Greendale Public Library	Greendale	Milwaukee	14,044	14,400	219,413	9,018
Greenfield Public Library	Greenfield	Milwaukee	36,210	10,000	342,929	18,193
Hales Corners Public Library	Hales Corners	Milwaukee	7,656	7,438	156,384	4,861
Milwaukee Public Library	Milwaukee	Milwaukee	590,771	457,919	2,807,156	344,887
North Shore Library	Glendale	Milwaukee	25,577	15,960	356,033	15,403
Oak Creek Public Library	Oak Creek	Milwaukee	32,113	14,800	290,153	17,254
Shorewood Public Library	Shorewood	Milwaukee	13,484	21,000	313,757	11,000
South Milwaukee Public Library	South Milwaukee	Milwaukee	21,309	27,482	193,868	12,417
St. Francis Public Library	St. Francis	Milwaukee	8,808	26,648	104,377	4,988
Wauwatosa Public Library	Wauwatosa	Milwaukee	47,623	52,000	794,161	33,306
West Allis Public Library	West Allis	Milwaukee	62,316	47,000	764,674	35,172
Whitefish Bay Public Library	Whitefish Bay	Milwaukee	13,887	24,000	309,413	11,595
<b>System Total</b>			<b>936,996</b>	<b>803,647</b>	<b>7,702,326</b>	<b>558,366</b>

### Nicolet Federated Library System

Algoma Public Library	Algoma	Kewaunee	14,022	5,000	101,644	3,926
Brown County Library	Green Bay	Brown	241,502	90,000	2,372,684	154,575
Door County Library	Sturgeon Bay	Door	29,720	33,934	344,061	25,119
Farnsworth Public Library	Oconto	Oconto	10,424	8,100	68,253	4,700
Florence County Library	Florence	Florence	5,258	5,000	37,550	2,431
Gillett Public Library	Gillett	Oconto	4,841	3,725	41,696	2,319
Kewaunee Public Library	Kewaunee	Kewaunee	7,135	5,000	49,568	3,175
Lakes Country Public Library	Lakewood	Oconto	7,319	3,154	51,580	3,068
Lena Public Library	Lena	Oconto	1,811	2,160	13,510	602
Marinette County Consolidated Public Library Service	Marinette	Marinette	44,543	19,902	261,583	17,548
Menominee Tribal/County Library	Keshena	Menominee	4,633	3,200	1,887	2,057
Oconto Falls Community Library	Oconto Falls	Oconto	10,627	9,600	63,923	4,156
Oneida Community Library	Oneida	Brown	3,288	5,195	8,172	2,940
Shawano City-County Library	Shawano	Shawano	42,192	21,200	322,380	18,897
Suring Area Public Library	Suring	Oconto	3,668	1,609	19,520	1,333
<b>System Total</b>			<b>430,983</b>	<b>216,779</b>	<b>3,758,011</b>	<b>246,846</b>

Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Milwaukee County (continued)</b>								
69,626	4,179	3,740	0	166	3.50	6.50	10.00	\$ 544,602
92,787	9,550	13,002	0	171	3.36	8.53	11.89	706,793
93,817	7,197	9,888	10,059	220	7.25	9.74	16.99	1,152,920
64,505	3,058	3,085	145	125	4.00	3.80	7.80	453,076
112,646	10,266	9,620	139	130	2.65	10.13	12.78	700,280
41,702	3,709	3,477	75	120	3.00	5.96	8.96	526,282
2,464,461	119,034	126,105	308,619	6,526	94.00	260.25	354.25	25,584,328
121,838	5,471	8,505	61	270	5.00	10.85	15.85	839,573
75,063	7,293	3,711	7	195	4.00	8.75	12.75	676,370
58,514	6,381	6,302	569	141	4.75	6.75	11.50	749,296
130,524	7,650	8,421	286	217	3.00	8.00	11.00	803,089
49,982	4,147	5,689	267	88	5.80	1.50	7.30	502,487
205,308	11,671	13,082	493	303	11.76	14.90	26.66	2,009,566
224,868	13,526	14,859	1,001	396	8.30	22.80	31.10	2,200,162
62,721	4,775	6,362	434	115	4.50	6.28	10.78	680,169
<b>3,868,362</b>	<b>217,907</b>	<b>235,848</b>	<b>322,155</b>	<b>9,183</b>	<b>164.87</b>	<b>384.74</b>	<b>549.61</b>	<b>\$38,128,993</b>
<b>Nicolet (continued)</b>								
27,371	1,724	4,827	1,661	102	3.60	0.70	4.30	\$ 254,666
496,609	32,785	26,178	2,446	885	23.50	59.56	83.06	6,137,322
110,816	5,969	10,833	565	303	4.00	14.13	18.13	1,358,191
21,143	707	1,963	201	30	2.60	1.53	4.13	203,808
41,181	850	2,610	19	30	0.88	0.03	0.91	62,430
15,203	560	2,080	19	69	1.60	0.40	2.00	84,740
29,665	1,746	2,572	321	102	3.23	1.00	4.23	218,335
16,592	659	2,586	64	80	1.73	0.08	1.81	92,446
5,796	284	1,143	9	50	0.63	0.25	0.88	37,689
84,022	5,464	9,160	816	161	5.80	7.10	12.90	837,793
8,113	92	1,031	1	18	2.00	0.00	2.00	139,244
16,906	1,138	2,293	201	86	1.00	0.30	1.30	124,012
23,449	487	2,865	86	87	4.00	2.00	6.00	369,372
134,026	5,527	9,490	1,104	204	12.20	2.60	14.80	711,321
12,471	657	1,941	46	49	1.33	0.25	1.58	63,906
<b>1,043,363</b>	<b>58,649</b>	<b>81,572</b>	<b>7,559</b>	<b>2,256</b>	<b>68.10</b>	<b>89.93</b>	<b>158.03</b>	<b>\$10,695,275</b>

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
<b>Northern Waters Library Service</b>						
Bad River Public Tribal Library	Odanah	Ashland	1,096	1,703	3,630	851
Bayfield Carnegie Public Library	Bayfield	Bayfield	3,852	4,100	39,809	1,570
Ben Guthrie—Lac du Flambeau Public Library	Lac du Flambeau	Vilas	3,228	3,408	27,238	–
Boulder Junction Public Library	Boulder Junction	Vilas	1,165	3,408	22,142	1,444
Burnett Community Library	Webster	Burnett	6,463	2,100	18,980	2,522
Drummond Public Library	Drummond	Bayfield	1,193	2,700	10,409	809
Eleanor Ellis Public Library	Phelps	Vilas	1,472	1,600	19,252	882
Evelyn Goldberg Briggs Memorial Library	Iron River	Bayfield	3,244	2,304	27,475	1,301
Forest Lodge Library	Cable	Bayfield	1,103	1,008	11,363	728
Frank B. Koller Memorial Library	Manitowish Waters	Vilas	951	4,000	24,006	–
Grantsburg Public Library	Grantsburg	Burnett	10,151	5,000	34,774	2,862
Hurley Public Library	Hurley	Iron	4,801	1,258	14,799	972
Irma Stein Memorial Library	Presque Isle	Vilas	582	2,160	18,957	832
Lac Courte Oreilles Ojibwa College Community Library	Hayward	Sawyer	2,150	3,372	8,802	2,242
Land O' Lakes Public Library	Land O' Lakes	Vilas	992	9,180	15,195	1,510
Legion Memorial Library	Mellen	Ashland	2,421	933	15,299	766
Madeline Island Public Library	La Pointe	Ashland	280	4,500	7,665	848
Mercer Public Library	Mercer	Iron	2,182	2,750	18,755	2,639
Plum Lake Public Library	Sayner	Vilas	1,357	4,030	26,738	1,357
Red Cliff Public Library	Bayfield	Bayfield	988	1,500	1,346	256
Shell Lake Public Library	Shell Lake	Washburn	3,429	2,780	28,271	3,539
Sherman and Ruth Weiss Community Library	Hayward	Sawyer	12,974	5,000	69,762	7,853
Spooner Memorial Library	Spooner	Washburn	13,807	5,500	89,422	5,779
Superior Public Library	Superior	Douglas	43,932	33,000	401,039	23,400
Vaughn Public Library	Ashland	Ashland	13,109	6,800	134,562	9,645
Walter E. Olson Memorial Library	Eagle River	Vilas	12,171	6,814	55,158	5,438
Washburn Public Library	Washburn	Bayfield	5,448	4,845	48,006	2,188
Winchester Public Library	Winchester	Vilas	494	2,250	4,703	934
Winter Public Library	Winter	Sawyer	2,287	1,200	24,152	727
<b>System Total</b>			<b>157,322</b>	<b>129,203</b>	<b>1,221,709</b>	<b>83,894</b>



Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Northern Waters (continued)</b>								
14,083	111	1,047	11	13	0.81	0.00	0.81	\$ 40,815
15,020	1,558	3,071	65	102	1.00	1.28	2.28	118,307
11,393	77	40	0	50	1.00	1.30	2.30	111,399
20,728	1,298	2,034	86	38	0.68	0.38	1.06	62,747
12,211	722	965	22	63	1.00	0.40	1.40	82,735
8,514	296	1,248	0	10	0.83	0.05	0.88	57,646
12,178	882	945	4	5	0.48	0.45	0.93	58,051
11,261	914	1,458	20	50	0.63	0.38	1.01	65,442
8,226	312	952	10	36	0.75	0.45	1.20	50,679
24,538	1,513	2,300	79	78	0.58	0.70	1.28	79,819
16,309	865	1,532	103	59	0.63	1.38	2.01	103,517
9,723	352	559	0	25	1.00	0.25	1.25	93,578
12,799	667	4,234	53	24	0.75	0.08	0.83	53,479
26,672	1,268	2,283	495	88	1.00	2.08	3.08	162,205
18,493	1,281	1,463	42	35	0.75	1.10	1.85	98,689
11,333	453	882	12	44	1.00	0.64	1.64	61,092
9,811	414	1,582	50	62	0.63	0.95	1.58	81,439
14,038	948	1,290	100	47	0.83	1.08	1.91	102,776
23,329	1,720	2,524	262	115	0.75	0.43	1.18	71,738
11,510	170	245	0	1	0.25	0.88	1.13	53,937
14,512	906	542	87	59	0.88	1.18	2.06	105,209
28,825	1,554	2,483	33	61	1.75	3.20	4.95	177,460
27,663	1,731	1,330	154	66	0.95	3.60	4.55	196,238
132,085	6,581	10,356	98	234	4.50	14.90	19.40	1,238,587
31,132	2,618	2,352	44	111	1.00	5.48	6.48	405,914
40,758	2,074	2,028	51	161	1.00	2.93	3.93	193,218
16,814	1,494	2,497	0	63	1.00	2.25	3.25	158,698
8,589	279	1,010	38	36	0.55	0.00	0.55	31,898
5,643	172	540	76	57	1.00	0.63	1.63	74,889
<b>598,190</b>	<b>33,230</b>	<b>53,792</b>	<b>1,995</b>	<b>1,793</b>	<b>27.98</b>	<b>48.43</b>	<b>76.41</b>	<b>\$4,192,201</b>

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
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### Outagamie Waupaca Library System

Appleton Public Library	Appleton	Outagamie	111,375	86,600	1,313,204	83,711
Black Creek Library	Black Creek	Outagamie	4,454	5,650	41,817	1,621
Clintonville Public Library	Clintonville	Waupaca	8,232	14,124	115,317	6,680
Hortonville Public Library	Hortonville	Outagamie	9,338	1,799	76,322	3,420
Iola Village Library	Iola	Waupaca	3,898	4,200	55,160	2,406
Kaukauna Public Library	Kaukauna	Outagamie	19,778	10,500	227,915	12,527
Kimberly—Little Chute Public Library	Kimberly	Outagamie	26,461	11,800	274,646	14,445
Marion Public Library	Marion	Waupaca	2,219	5,333	42,294	1,810
Muehl Public Library	Seymour	Outagamie	7,847	6,688	75,957	3,513
Neuschafer Community Library	Fremont	Waupaca	2,086	1,480	47,825	1,061
New London Public Library	New London	Waupaca	11,349	13,392	139,481	9,160
Scandinavia Public Library	Scandinavia	Waupaca	1,124	792	12,658	366
Shiocton Public Library	Shiocton	Outagamie	2,061	3,000	15,021	1,138
Sturm Memorial Library	Manawa	Waupaca	4,125	6,000	48,164	2,544
Waupaca Area Public Library	Waupaca	Waupaca	19,251	24,000	265,175	13,166
Weyauwega Public Library	Weyauwega	Waupaca	2,800	3,052	28,960	2,060
<b>System Total</b>			<b>236,398</b>	<b>198,410</b>	<b>2,779,916</b>	<b>159,628</b>

### South Central Library System

Adams County Public Library	Adams	Adams	18,473	7,300	92,724	8,723
Albany Public Library	Albany	Green	2,523	900	37,700	1,934
Angie Williams Cox Public Library	Pardeeville	Columbia	4,286	7,884	42,983	2,352
Baraboo Public Library	Baraboo	Sauk	19,668	15,000	242,695	11,291
Belleville Public Library	Belleville	Dane	2,980	4,600	69,984	1,887
Black Earth Public Library	Black Earth	Dane	2,577	2,560	41,478	1,141
Brodhead Memorial Public Library	Brodhead	Green	5,840	4,200	71,612	2,848
Cambridge Community Library	Cambridge	Dane	2,172	2,121	55,568	2,567
Charles & JoAnn Lester Library	Nekoosa	Wood	5,038	8,300	49,573	4,790
Columbus Public Library	Columbus	Columbia	8,063	7,200	95,669	4,742
Dane County Library Service	Madison	Dane	0	204	171,090	54,582
Deerfield Public Library	Deerfield	Dane	3,664	3,930	50,347	1,820
DeForest Area Public Library	DeForest	Dane	16,549	35,000	362,369	7,269
E.D. Locke Public Library	McFarland	Dane	10,695	17,820	183,372	6,347
Jane Morgan Memorial Library	Cambria	Columbia	1,904	1,796	24,709	1,196
Kilbourn Public Library	Wisconsin Dells	Columbia	2,904	9,000	82,192	8,339
Kraemer Library & Community Center	Plain	Sauk	2,591	7,500	31,690	1,020
La Valle Public Library	La Valle	Sauk	556	840	4,170	343

Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Outagamie Waupaca (continued)</b>								
315,699	23,224	23,237	6,697	543	15.00	37.58	52.58	\$4,002,065
21,158	831	2,050	7	79	1.00	1.15	2.15	127,433
59,969	3,202	3,754	834	152	1.90	4.90	6.80	382,295
19,143	1,303	2,422	421	103	2.58	0.03	2.61	99,567
16,635	1,290	2,472	399	44	2.60	0.80	3.40	157,748
60,648	3,872	2,400	352	178	3.74	5.08	8.82	617,723
101,803	5,014	7,191	1,547	201	2.00	9.85	11.85	661,114
23,065	1,217	2,888	848	62	2.20	0.20	2.40	133,875
26,640	1,101	2,548	101	98	1.80	1.63	3.43	180,115
15,762	937	2,890	1,061	42	1.28	0.88	2.16	80,940
46,114	2,871	3,244	403	105	3.00	4.45	7.45	368,883
8,507	237	1,290	81	17	0.75	0.00	0.75	24,656
8,789	115	1,993	6	0	0.62	0.73	1.35	47,287
19,021	552	1,701	166	64	2.20	0.40	2.60	137,090
64,850	3,904	6,662	409	214	6.00	9.33	15.33	777,251
17,042	1,007	1,414	133	65	2.00	0.25	2.25	124,195
<b>824,845</b>	<b>50,677</b>	<b>68,156</b>	<b>13,465</b>	<b>1,967</b>	<b>48.67</b>	<b>77.26</b>	<b>125.93</b>	<b>\$7,922,237</b>
<b>South Central (continued)</b>								
27,261	1,624	2,451	234	108	4.76	0.40	5.16	\$ 322,244
11,845	685	1,967	19	74	0.50	0.83	1.33	47,410
22,884	680	1,284	206	63	1.00	2.16	3.16	125,674
61,912	3,600	3,866	193	178	3.15	7.45	10.60	724,520
25,518	1,320	2,921	175	80	4.63	0.00	4.63	199,850
18,162	860	1,689	124	55	1.95	0.10	2.05	108,276
36,830	3,036	3,936	969	85	1.00	3.43	4.43	182,606
21,563	1,345	1,319	43	76	2.50	0.33	2.83	151,434
34,538	700	2,546	1,678	67	1.00	1.78	2.78	151,658
38,443	1,912	2,420	182	92	1.70	4.75	6.45	315,517
38,319	4,707	4,126	2,351	44	2.00	6.00	8.00	3,795,300
18,228	1,577	1,789	56	73	2.68	0.18	2.86	155,397
61,307	5,246	8,815	5,192	197	5.75	6.38	12.13	644,987
45,934	2,804	4,097	153	135	2.88	3.41	6.29	422,967
7,299	244	790	0	44	1.23	0.30	1.53	95,800
36,769	1,261	1,416	96	60	4.00	0.08	4.08	309,563
11,549	231	911	50	40	0.83	0.58	1.41	100,459
4,984	55	488	10	16	0.40	0.00	0.40	17,984

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
<b>South Central</b> (continued)						
Lester Public Library of Arpin	Arpin	Wood	1,232	1,500	8,664	811
Lester Public Library of Rome	Nekoosa	Adams	3,051	2,500	26,357	2,342
Lester Public Library of Vesper	Vesper	Wood	1,035	2,000	7,538	–
Lettie W. Jensen Public Library	Amherst	Portage	1,043	2,536	22,052	2,581
Lodi Woman's Club Public Library	Lodi	Columbia	8,600	7,300	99,455	3,833
Madison Public Library	Madison	Dane	264,688	95,000	4,677,908	135,713
Marshall Community Library	Marshall	Dane	5,018	9,000	55,123	2,536
Marshfield Public Library	Marshfield	Wood	31,166	36,112	407,833	22,685
Mazomanie Free Library	Mazomanie	Dane	2,632	3,000	37,037	1,158
McMillan Memorial Library	Wisconsin Rapids	Wood	37,760	45,787	411,305	23,394
Middleton Public Library	Middleton	Dane	26,686	32,000	672,273	10,388
Monona Public Library	Monona	Dane	10,353	26,882	252,333	6,343
Monroe Public Library	Monroe	Green	18,138	22,420	220,866	10,697
Monticello Public Library	Monticello	Green	3,886	2,994	66,688	1,985
Mount Horeb Public Library	Mount Horeb	Dane	11,345	16,000	204,199	6,238
New Glarus Public Library	New Glarus	Green	5,431	2,074	77,172	2,329
North Freedom Public Library	North Freedom	Sauk	898	650	9,333	509
Oregon Public Library	Oregon	Dane	15,716	10,500	246,553	7,354
Pittsville Community Library	Pittsville	Wood	3,236	2,400	31,706	1,472
Portage County Public Library	Stevens Point	Portage	68,548	45,000	463,394	23,151
Portage Public Library	Portage	Columbia	19,747	18,300	226,960	11,812
Poynette Area Public Library	Poynette	Columbia	5,567	3,500	55,583	3,184
Prairie du Sac Public Library	Prairie du Sac	Sauk	6,458	5,107	132,794	3,500
Reedsburg Public Library	Reedsburg	Sauk	18,784	15,400	248,918	9,849
Rio Community Library	Rio	Columbia	2,951	5,000	35,018	2,302
Rock Springs Public Library	Rock Springs	Sauk	931	1,181	9,633	365
Rosemary Garfoot Public Library	Cross Plains	Dane	5,295	16,500	84,556	2,475
Sauk City Public Library	Sauk City	Sauk	6,234	9,200	124,089	3,577
Spring Green Community Library	Spring Green	Sauk	3,796	9,592	78,624	2,976
Stoughton Public Library	Stoughton	Dane	19,473	16,000	262,792	10,028
Sun Prairie Public Library	Sun Prairie	Dane	32,897	36,000	480,244	17,223
Verona Public Library	Verona	Dane	17,582	31,108	382,635	9,365
Waunakee Public Library	Waunakee	Dane	14,532	11,192	241,241	7,996
Wyocena Public Library	Wyocena	Columbia	887	2,100	3,665	308
<b>System Total</b>			<b>786,079</b>	<b>681,990</b>	<b>12,074,466</b>	<b>473,670</b>

Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>South Central (continued)</b>								
12,000	180	700	0	10	1.00	0.00	1.00	\$ 30,491
15,744	697	1,076	284	55	1.70	0.10	1.80	121,418
11,870	74	367	0	11	0.53	0.37	0.90	24,787
17,617	756	1,465	53	67	0.38	0.38	0.76	36,018
26,757	1,580	1,313	200	144	1.00	3.60	4.60	238,269
950,878	64,879	69,818	3,176	2,200	42.53	112.26	154.79	12,093,030
26,468	1,513	1,999	0	127	1.00	2.33	3.33	175,222
117,725	7,811	18,360	1,347	255	4.00	17.00	21.00	1,243,256
16,757	846	1,733	2	51	1.75	0.00	1.75	102,861
103,715	5,820	7,340	482	282	6.00	10.00	16.00	1,339,476
80,864	7,999	9,706	153	293	7.00	12.00	19.00	1,371,426
62,607	3,395	7,926	494	184	3.00	6.33	9.33	587,896
81,250	5,861	5,444	142	178	6.00	5.50	11.50	760,753
28,030	2,201	5,676	60	93	1.91	0.00	1.91	115,574
43,248	4,238	2,283	485	113	5.75	2.48	8.23	602,963
23,121	2,217	2,943	226	99	3.13	0.65	3.78	241,407
4,856	288	1,091	14	38	0.63	0.00	0.63	24,165
53,608	3,925	3,412	210	139	4.50	4.45	8.95	462,799
15,756	622	953	407	82	1.00	0.03	1.03	59,599
161,440	10,300	9,148	868	345	6.00	24.31	30.31	1,694,888
63,749	2,421	2,623	127	159	3.66	4.20	7.86	505,855
17,501	902	1,772	0	56	1.00	1.35	2.35	119,417
40,383	2,391	2,803	151	142	2.80	2.80	5.60	276,892
67,331	3,130	5,394	188	165	3.95	4.43	8.38	553,671
22,445	1,095	2,125	100	91	1.50	0.65	2.15	116,585
6,923	113	825	54	29	0.90	0.05	0.95	33,299
33,625	1,467	2,743	660	210	4.94	0.00	4.94	314,966
38,737	1,568	2,596	311	126	1.30	3.35	4.65	283,808
26,383	668	2,201	222	84	1.00	2.90	3.90	193,547
57,703	3,434	6,455	288	176	3.00	8.30	11.30	696,865
96,290	6,464	7,624	1,399	273	7.50	14.73	22.23	1,452,694
55,179	5,118	4,291	194	141	4.00	6.15	10.15	787,739
64,276	5,228	3,741	371	187	1.80	7.30	9.10	551,687
6,445	190	578	1	13	0.75	0.38	1.13	58,724
<b>2,974,626</b>	<b>191,278</b>	<b>245,355</b>	<b>24,400</b>	<b>8,105</b>	<b>178.87</b>	<b>296.54</b>	<b>475.41</b>	<b>\$35,143,693</b>

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
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### Southwest Wisconsin Library System

Allen-Dietzman Public Library	Livingston	Grant	824	1,716	4,389	257
Argyle Public Library	Argyle	Lafayette	1,022	1,600	3,282	427
Barneveld Public Library	Barneveld	Iowa	2,107	3,200	13,018	1,587
Benton Public Library	Benton	Lafayette	1,091	800	7,046	561
Blanchardville Public Library	Blanchardville	Lafayette	1,328	1,500	15,606	1,001
Bloomington Public Library	Bloomington	Grant	1,031	840	6,245	286
Brewer Public Library	Richland Center	Richland	16,024	20,000	126,073	8,359
Brickl Memorial Library	Dickeyville	Grant	1,132	1,246	973	84
Cobb Public Library	Cobb	Iowa	882	707	7,843	280
Cuba City Public Library	Cuba City	Grant	3,235	2,000	30,882	2,111
Dodgeville Public Library	Dodgeville	Iowa	15,910	6,724	164,430	7,720
Dwight T. Parker Public Library	Fennimore	Grant	7,859	3,890	74,107	2,659
Eckstein Memorial Library	Cassville	Grant	1,868	3,710	12,992	771
Gays Mills Public Library	Gays Mills	Crawford	2,246	1,086	11,305	610
Hazel Green Public Library	Hazel Green	Grant	2,939	1,452	19,488	759
Hildebrand Memorial Library	Boscobel	Grant	4,768	4,771	31,066	3,795
John Turgeson Public Library	Belmont	Lafayette	1,220	1,500	5,942	326
Johnson Public Library	Darlington	Lafayette	8,863	8,900	46,938	2,589
Joseph W. & Emma L. Wachute Memorial Library	Prairie du Chien	Crawford	12,479	5,100	78,500	6,673
Lone Rock Community Library	Lone Rock	Richland	1,034	2,600	4,965	898
McCoy Public Library	Shullsburg	Lafayette	2,703	3,115	15,688	1,299
Mineral Point Public Library	Mineral Point	Iowa	4,776	2,799	48,854	2,815
Montfort Public Library	Montfort	Grant	719	780	2,942	353
Muscoda Public Library	Muscoda	Grant	2,432	1,182	21,689	1,379
Platteville Public Library	Platteville	Grant	17,743	10,450	172,160	11,251
Schreiner Memorial Library	Lancaster	Grant	6,352	9,020	50,463	3,506
Soldiers Grove Public Library	Soldiers Grove	Crawford	2,557	1,224	12,188	998
Viola Public Library	Viola	Richland	1,376	4,396	10,715	1,026
<b>System Total</b>			<b>126,520</b>	<b>106,308</b>	<b>999,789</b>	<b>64,380</b>

### Waukesha County Federated Library System

Alice Baker Memorial Public Library	Eagle	Waukesha	5,698	4,160	47,724	3,459
Big Bend Village Library	Big Bend	Waukesha	1,664	999	10,384	607
Brookfield Public Library	Brookfield	Waukesha	43,383	50,000	650,546	36,353
Butler Public Library	Butler	Waukesha	1,825	1,444	9,851	-
Delafield Public Library	Delafield	Waukesha	14,293	4,793	144,544	8,381
Elm Grove Public Library	Elm Grove	Waukesha	6,330	9,150	99,721	5,424
Hartland Public Library	Hartland	Waukesha	13,896	11,700	208,787	9,712

Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Southwest Wisconsin (continued)</b>								
5,503	198	414	29	12	0.50	0.05	0.55	\$ 26,652
3,878	197	403	0	15	0.25	0.00	0.25	20,114
9,247	426	983	57	13	0.65	0.85	1.50	67,371
8,176	296	693	14	20	0.88	0.01	0.89	25,817
8,817	271	1,102	387	62	0.95	0.20	1.15	42,323
8,189	16	281	60	16	0.30	0.05	0.35	19,951
65,789	2,628	5,352	299	80	2.00	4.00	6.00	314,955
3,962	25	341	0	5	0.63	0.00	0.63	31,040
6,107	186	583	172	10	0.71	0.00	0.71	26,837
15,246	851	1,287	130	66	2.75	0.23	2.98	141,193
31,044	3,564	4,728	37	70	2.00	2.75	4.75	288,024
25,886	2,499	3,338	650	125	2.00	0.65	2.65	152,355
13,337	399	919	14	44	1.18	0.00	1.18	79,639
6,131	492	593	45	35	0.75	0.00	0.75	35,841
6,850	192	902	0	6	0.75	0.00	0.75	37,233
22,057	584	755	23	38	0.63	1.30	1.93	151,799
12,881	251	796	0	0	0.56	0.00	0.56	25,821
29,504	1,315	2,289	3,070	124	2.50	0.50	3.00	130,709
32,506	744	2,729	62	80	4.00	0.00	4.00	250,689
6,667	153	549	0	10	0.70	0.00	0.70	29,867
11,732	623	1,005	136	63	0.88	0.05	0.93	51,085
18,933	978	2,781	1,240	59	2.02	0.20	2.22	147,425
4,388	138	469	38	7	0.65	0.00	0.65	17,661
10,299	789	1,346	30	-	0.50	0.25	0.75	47,493
51,904	2,801	4,597	621	-	4.00	4.60	8.60	526,832
29,141	1,490	1,000	83	81	3.38	0.35	3.73	243,830
11,390	214	434	0	50	1.00	0.08	1.08	59,554
15,904	616	1,657	129	129	0.75	0.14	0.89	69,155
<b>475,468</b>	<b>22,936</b>	<b>42,326</b>	<b>7,326</b>	<b>1,220</b>	<b>37.87</b>	<b>16.26</b>	<b>54.13</b>	<b>\$3,061,265</b>
<b>Waukesha County (continued)</b>								
24,471	1,083	2,231	53	80	4.15	0.08	4.23	\$ 183,810
14,303	188	784	80	36	0.95	0.41	1.36	71,926
149,222	8,294	6,850	949	448	8.00	24.58	32.58	2,410,343
22,894	247	621	0	71	1.88	0.00	1.88	88,493
56,680	2,914	2,792	202	-	6.43	2.50	8.93	541,972
38,545	3,605	3,843	159	127	4.75	2.70	7.45	458,989
59,124	3,615	4,466	60	93	4.00	6.08	10.08	620,666

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
<b>Waukesha County (continued)</b>						
Menomonee Falls Public Library	Menomonee Falls	Waukesha	34,256	52,951	390,962	23,774
Mukwonago Community Library	Mukwonago	Waukesha	21,036	12,000	315,335	13,984
Muskego Public Library	Muskego	Waukesha	23,942	40,000	193,522	22,155
New Berlin Public Library	New Berlin	Waukesha	39,461	55,000	404,201	24,879
Oconomowoc Public Library	Oconomowoc	Waukesha	21,978	24,000	257,853	16,493
Pauline Haass Public Library	Sussex	Waukesha	21,709	23,418	316,891	16,453
Pewaukee Public Library	Pewaukee	Waukesha	23,744	27,600	280,440	10,068
Town Hall Library	North Lake	Waukesha	9,298	3,600	59,041	2,889
Waukesha Public Library	Waukesha	Waukesha	97,099	67,824	1,471,793	70,934
<b>System Total</b>			<b>379,612</b>	<b>388,639</b>	<b>4,861,595</b>	<b>265,565</b>

### Winding Rivers Library System

Alma Public Library	Alma	Buffalo	6,957	1,500	18,197	1,698
Arcadia Free Public Library	Arcadia	Trempealeau	5,311	1,419	43,374	845
Bekkum Memorial Public Library	Westby	Vernon	5,129	2,525	43,494	2,460
Black River Falls Public Library	Black River Falls	Jackson	19,057	10,500	85,101	9,352
Blair-Preston Public Library	Blair	Trempealeau	2,839	1,900	16,038	1,049
De Soto Public Library	De Soto	Vernon	808	1,350	6,460	977
Elroy Public Library	Elroy	Juneau	2,576	7,800	25,444	1,407
Ettrick Public Library	Ettrick	Trempealeau	931	2,621	5,597	338
Galesville Public Library	Galesville	Trempealeau	3,651	4,000	29,864	1,683
Hatch Public Library	Mauston	Juneau	16,137	29,976	123,656	9,185
Hauge Memorial Library	Osseo	Trempealeau	2,712	3,200	21,614	1,450
Hillsboro Public Library	Hillsboro	Vernon	4,316	3,440	50,099	956
Independence Public Library	Independence	Trempealeau	1,959	1,000	10,850	-
Kendall Public Library	Kendall	Monroe	1,450	1,386	9,906	-
Knutson Memorial Library	Coon Valley	Vernon	2,993	6,213	27,201	1,124
La Crosse County Library	Holmen	La Crosse	59,363	12,000	350,129	21,323
La Crosse Public Library	La Crosse	La Crosse	51,380	74,500	1,023,741	-
Lawton Memorial Library	La Farge	Vernon	2,123	2,200	17,351	717
McIntosh Memorial Library	Viroqua	Vernon	11,513	7,424	113,473	7,043
Mondovi Public Library	Mondovi	Buffalo	7,185	2,555	31,689	2,246
Necedah Memorial Library	Necedah	Juneau	2,425	2,160	11,340	1,397
New Lisbon Memorial Library	New Lisbon	Juneau	4,459	4,680	25,914	1,286
Norwalk Public Library	Norwalk	Monroe	1,050	860	6,617	562
Ontario Public Library	Ontario	Vernon	1,268	4,320	15,414	403
Readstown Public Library	Readstown	Vernon	1,144	2,500	14,537	595
Shirley M. Wright Memorial Library	Trempealeau	Trempealeau	3,836	7,600	28,601	1,915



Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Waukesha County (continued)</b>								
132,092	7,538	7,680	225	378	6.00	14.80	20.80	\$1,721,156
77,347	5,674	7,255	3,225	150	4.75	6.90	11.65	757,895
110,670	5,337	3,679	672	307	5.00	10.00	15.00	1,126,982
134,323	9,966	12,782	337	262	7.00	10.30	17.30	1,047,810
96,278	5,744	3,508	0	233	6.00	8.36	14.36	926,100
81,286	4,308	5,407	242	149	4.70	9.57	14.27	887,090
83,557	4,550	5,514	506	177	6.29	8.75	15.04	837,140
48,022	3,895	4,996	14	110	3.30	3.33	6.63	371,853
280,869	20,833	22,964	0	492	15.65	30.38	46.03	3,919,556
<b>1,409,683</b>	<b>87,791</b>	<b>95,372</b>	<b>6,724</b>	<b>3,113</b>	<b>88.85</b>	<b>138.74</b>	<b>227.59</b>	<b>\$15,971,781</b>
<b>Winding Rivers (continued)</b>								
10,891	271	526	233	59	0.64	0.53	1.17	\$ 43,133
14,580	690	593	581	90	2.00	0.00	2.00	114,985
15,414	866	1,239	1	95	0.90	1.40	2.30	94,096
31,301	1,465	1,882	372	71	1.70	2.55	4.25	258,344
9,097	484	744	49	51	0.68	0.00	0.68	44,545
13,200	168	621	0	34	0.50	0.00	0.50	20,963
17,982	1,123	1,689	371	108	1.08	0.88	1.96	94,500
6,440	453	276	31	1	0.53	0.00	0.53	27,589
14,417	550	627	0	67	1.70	0.10	1.80	79,760
37,004	2,439	4,039	2,362	125	3.00	3.93	6.93	453,292
21,028	360	373	0	59	1.40	0.30	1.70	70,964
26,930	1,827	3,894	80	68	1.65	0.15	1.80	147,289
12,866	475	1,008	75	55	1.50	0.00	1.50	65,698
13,423	387	588	0	22	0.55	0.00	0.55	29,732
9,675	745	1,459	0	78	0.70	0.26	0.96	59,635
137,556	7,888	7,030	1,072	336	4.61	19.27	23.88	1,474,081
212,937	22,161	13,770	23,624	562	23.00	41.10	64.10	4,685,635
10,417	399	904	0	55	1.13	0.10	1.23	49,377
36,209	2,243	2,856	52	117	3.01	3.81	6.82	318,952
21,804	727	624	331	58	1.40	0.10	1.50	75,197
10,052	222	563	0	32	1.70	0.00	1.70	47,218
19,456	1,280	1,486	0	83	1.88	0.08	1.96	126,720
8,722	385	497	47	34	0.75	0.00	0.75	44,665
13,984	349	511	0	71	0.75	0.34	1.09	45,389
21,152	538	925	329	56	0.63	0.00	0.63	20,130
13,960	1,180	1,204	0	65	1.00	0.80	1.80	138,423

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
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**Winding Rivers** *(continued)*

Sparta Free Library	Sparta	Monroe	16,033	11,088	99,616	5,942
Strum Public Library	Strum	Trempealeau	1,826	4,700	8,372	957
Taylor Memorial Library	Taylor	Jackson	912	1,887	3,219	560
Tomah Public Library	Tomah	Monroe	20,527	10,179	163,050	17,205
Torkelson Memorial Library	Cashton	Monroe	2,012	768	11,993	1,345
Whitehall Public Library	Whitehall	Trempealeau	5,061	2,130	31,977	2,427
Wilton Public Library	Wilton	Monroe	2,483	2,200	21,662	466
Wonewoc Public Library	Wonewoc	Juneau	1,306	2,430	11,681	869
<b>System Total</b>			<b>272,732</b>	<b>235,011</b>	<b>2,507,271</b>	<b>99,782</b>

**Winnefox Library System**

Berlin Public Library	Berlin	Green Lake	6,527	18,868	132,999	8,565
Brandon Public Library	Brandon	Fond du Lac	1,185	1,080	9,673	1,066
Caestecker Public Library	Green Lake	Green Lake	4,290	8,591	69,033	3,704
Campbellsport Public Library	Campbellsport	Fond du Lac	4,207	8,281	35,608	1,808
Carter Memorial Library	Omro	Winnebago	3,512	3,968	46,335	2,716
Coloma Public Library	Coloma	Waushara	1,753	2,108	29,547	968
Elisha D. Smith Public Library	Menasha	Winnebago	24,816	46,000	445,012	23,727
Endeavor Public Library	Endeavor	Marquette	1,388	709	13,151	658
Ethel Everhard Memorial Library	Westfield	Marquette	4,551	5,136	37,922	2,759
Fond du Lac Public Library	Fond du Lac	Fond du Lac	71,541	63,000	761,980	43,467
Hancock Public Library	Hancock	Waushara	1,153	1,500	18,125	308
Leon-Saxeville Township Library	Pine River	Waushara	2,797	2,572	22,944	796
Markesan Public Library	Markesan	Green Lake	3,181	7,500	45,661	1,922
Mill Pond Public Library	Kingston	Green Lake	2,083	3,200	30,409	523
Montello Public Library	Montello	Marquette	5,296	3,312	53,142	2,188
Neenah Public Library	Neenah	Winnebago	44,598	50,000	760,554	21,489
Neshkoro Public Library	Neshkoro	Marquette	1,445	1,350	12,646	360
Oakfield Public Library	Oakfield	Fond du Lac	2,656	3,100	35,915	252
Oshkosh Public Library	Oshkosh	Winnebago	85,406	94,500	1,098,154	37,447
Oxford Public Library	Oxford	Marquette	1,106	1,024	14,769	1,482
Packwaukee Public Library	Packwaukee	Marquette	1,466	1,000	12,796	427
Patterson Memorial Library	Wild Rose	Waushara	3,130	3,600	49,475	1,658
Plainfield Public Library	Plainfield	Waushara	1,976	3,500	32,293	1,033
Poy Sippi Public Library	Poy Sippi	Waushara	1,821	2,800	27,345	598
Princeton Public Library	Princeton	Green Lake	3,356	2,160	51,173	2,226
Redgranite Public Library	Redgranite	Waushara	3,522	2,774	24,178	981

Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Winding Rivers (continued)</b>								
46,448	1,383	2,013	556	170	2.00	3.90	5.90	\$ 374,036
11,132	370	147	0	26	0.88	0.35	1.23	82,820
8,085	232	425	7	3	0.50	0.00	0.50	19,632
38,144	2,507	3,916	2,831	146	2.00	4.00	6.00	390,290
8,659	159	1,046	100	22	0.78	0.03	0.81	38,017
17,392	556	1,607	314	42	1.23	0.00	1.23	75,316
12,100	395	910	0	53	0.70	0.48	1.18	54,899
11,633	145	800	0	30	1.15	0.00	1.15	49,386
<b>914,090</b>	<b>55,422</b>	<b>60,792</b>	<b>33,418</b>	<b>2,944</b>	<b>67.63</b>	<b>84.46</b>	<b>152.09</b>	<b>\$9,714,708</b>
<b>Winnefox (continued)</b>								
52,838	4,196	5,348	242	118	2.00	3.75	5.75	\$ 340,000
9,367	315	570	28	60	0.88	0.10	0.98	43,870
23,200	1,419	3,622	401	94	2.23	0.10	2.33	139,528
17,025	861	2,477	0	44	1.53	0.25	1.78	108,433
28,327	769	1,649	826	61	2.25	0.24	2.49	145,702
9,878	942	1,410	11	58	0.80	0.80	1.60	59,396
121,830	9,614	10,701	564	313	8.40	10.05	18.45	1,326,281
8,283	633	1,621	0	12	0.88	0.00	0.88	28,835
12,427	584	1,596	0	45	1.00	0.75	1.75	105,221
175,668	11,360	11,983	637	372	10.50	22.00	32.50	2,355,776
7,807	567	2,168	42	45	1.08	0.05	1.13	41,272
11,882	1,043	2,717	12	57	0.70	0.35	1.05	40,363
13,995	934	2,390	300	55	0.75	2.08	2.83	118,273
8,910	654	1,797	0	33	0.70	0.10	0.80	37,985
10,140	677	911	0	34	1.68	0.10	1.78	86,749
148,343	18,077	19,826	0	358	7.50	14.20	21.70	1,823,159
12,710	500	2,000	0	30	0.53	0.00	0.53	26,140
14,364	150	1,719	10	30	0.65	0.68	1.33	56,963
268,765	26,975	18,143	707	-	13.75	30.80	44.55	3,635,313
8,844	490	1,650	6	40	0.70	0.00	0.70	35,850
7,102	379	1,672	28	40	0.83	0.00	0.83	34,780
11,855	1,326	3,278	68	40	1.00	1.20	2.20	102,377
16,890	899	1,894	0	51	0.90	0.43	1.33	55,243
11,306	591	2,395	82	14	0.78	0.00	0.78	35,687
13,668	1,242	3,076	64	58	1.75	0.08	1.83	93,963
13,208	505	1,711	0	20	0.85	0.00	0.85	34,480

Library	Municipality	County	2006 Service Population	Library Square Footage	Total Circulation	Registered Borrowers
<b>Winnefox (continued)</b>						
Ripon Public Library	Ripon	Fond du Lac	11,541	28,000	144,119	5,719
Spillman Public Library	North Fond du Lac	Fond du Lac	6,258	2,694	45,522	2,327
Wautoma Public Library	Wautoma	Waushara	8,847	6,500	115,700	3,273
Winneconne Public Library	Winneconne	Winnebago	6,073	3,532	74,840	3,169
<b>System Total</b>			<b>321,481</b>	<b>382,359</b>	<b>4,251,020</b>	<b>177,616</b>
<b>Wisconsin Valley Library Service</b>						
Abbotsford Public Library	Abbotsford	Clark	2,359	2,000	16,325	1,194
Antigo Public Library	Antigo	Langlade	21,471	18,016	189,367	18,349
Colby Public Library	Colby	Clark	3,087	2,400	35,803	1,560
Crandon Public Library	Crandon	Forest	6,329	8,000	18,760	3,213
Dorchester Public Library	Dorchester	Clark	1,396	3,000	18,350	710
Edith Evans Community Library	Laona	Forest	2,244	5,400	10,375	617
Edward U. Demmer Memorial Library	Three Lakes	Oneida	2,929	10,000	52,730	3,270
Frances L. Simek Memorial Library Medford	Medford	Taylor	13,097	13,000	126,724	7,191
Greenwood Public Library	Greenwood	Clark	4,488	1,500	34,957	1,200
Jean M. Thomsen Memorial Library	Stetsonville	Taylor	1,548	3,990	16,229	811
Loyal Public Library	Loyal	Clark	3,646	6,600	31,377	1,484
Marathon County Public Library	Wausau	Marathon	129,076	82,700	849,425	72,131
Minocqua Public Library	Minocqua	Oneida	11,206	5,528	112,247	7,269
Neillsville Public Library	Neillsville	Clark	10,488	8,264	87,767	5,585
Owen Public Library	Owen	Clark	3,503	3,000	33,384	1,547
Rhineland District Library	Rhineland	Oneida	24,178	15,000	197,200	11,980
Rib Lake Public Library	Rib Lake	Taylor	2,685	5,093	35,140	1,305
Samson Memorial Library	Granton	Clark	1,028	487	8,509	530
T.B. Scott Free Library	Merrill	Lincoln	22,500	27,000	291,456	13,403
Thorp Public Library	Thorp	Clark	4,007	3,500	27,005	1,936
Tomahawk Public Library	Tomahawk	Lincoln	8,065	11,465	113,559	6,963
Wabeno Public Library	Wabeno	Forest	1,703	1,218	4,840	955
Westboro Public Library	Westboro	Taylor	854	792	10,867	352
Western Taylor County Public Library	Gilman	Taylor	1,733	996	14,119	610
Withee Public Library	Withee	Clark	1,567	2,275	12,144	324
<b>System Total</b>			<b>285,187</b>	<b>241,224</b>	<b>2,348,659</b>	<b>164,489</b>
<b>Grand Total</b>			<b>5,617,744</b>	<b>4,870,727</b>	<b>59,531,130</b>	<b>3,457,446</b>

<sup>1</sup> Data reported to DPI by libraries.

<sup>2</sup> Includes only expenditures of public libraries, not regional library systems.

Materials					Staffing			Operating Expenditures <sup>2</sup>
Books	Audio	Video	Other	Periodicals	Librarians	Other Paid Staff	Total Staff	
<b>Winnefox (continued)</b>								
52,061	2,696	4,149	0	148	3.00	4.40	7.40	\$ 467,572
21,284	1,155	1,181	0	56	1.38	0.90	2.28	151,116
21,786	2,253	4,219	300	104	3.28	0.00	3.28	147,342
25,760	2,171	4,244	0	94	0.94	1.00	1.94	172,733
<b>1,159,523</b>	<b>93,977</b>	<b>122,117</b>	<b>4,328</b>	<b>2,484</b>	<b>73.22</b>	<b>94.41</b>	<b>167.63</b>	<b>\$11,850,402</b>
<b>Wisconsin Valley (continued)</b>								
14,048	243	627	0	45	0.63	0.25	0.88	\$ 75,037
62,246	3,605	4,638	192	140	1.00	8.59	9.59	618,424
16,122	1,646	962	80	74	1.60	0.48	2.08	88,927
19,026	486	1,001	507	37	1.55	0.00	1.55	72,277
13,518	63	1,183	1	65	0.85	0.00	0.85	52,365
14,637	393	1,178	0	90	1.05	0.00	1.05	52,965
26,403	1,532	1,282	64	80	3.55	0.20	3.75	223,489
39,339	2,139	2,637	101	120	1.00	3.68	4.68	307,163
21,262	423	1,114	0	94	1.98	0.00	1.98	114,750
13,778	127	1,548	300	60	0.98	0.18	1.16	71,060
18,885	357	1,063	203	80	1.45	0.00	1.45	68,996
316,859	14,189	12,045	177,214	632	9.75	43.52	53.27	3,732,701
28,175	1,704	1,148	0	137	1.83	2.80	4.63	314,578
28,466	1,027	3,165	120	76	1.80	1.10	2.90	122,036
22,454	766	997	0	58	1.35	0.18	1.53	82,713
75,221	3,575	4,165	0	159	9.39	3.90	13.29	854,834
16,992	250	2,155	101	74	0.65	0.80	1.45	80,724
11,155	191	662	0	35	0.58	0.50	1.08	20,977
85,367	5,824	5,691	1,002	228	5.00	9.20	14.20	920,748
21,911	331	620	94	79	0.95	0.80	1.75	95,106
53,944	3,354	3,667	129	110	3.90	2.28	6.18	317,623
7,900	260	477	0	20	0.66	0.04	0.70	28,162
8,422	92	827	0	64	0.64	0.08	0.72	40,922
9,144	115	1,275	0	68	0.80	0.00	0.80	40,211
9,895	136	1,444	0	27	1.00	0.00	1.00	46,030
<b>955,169</b>	<b>42,828</b>	<b>55,571</b>	<b>180,108</b>	<b>2,652</b>	<b>53.94</b>	<b>78.58</b>	<b>132.52</b>	<b>\$8,442,818</b>
<b>20,063,138</b>	<b>1,218,904</b>	<b>1,472,127</b>	<b>907,161</b>	<b>51,066</b>	<b>1,178.77</b>	<b>1,848.58</b>	<b>3,027.35</b>	<b>\$202,592,081</b>

Appendix 3

**Selected DPI Library Standards**

**Minimum Number of Hours Open per Week**

	Size of Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and More
Basic	25	34	46	56	59	64	67
Moderate	30	40	50	59	64	65	68
Enhanced	36	43	53	62	66	68	69
Excellent	39	51	58	65	68	70	72

**Minimum Number of Full-Time Equivalent Staff per 1,000 Population**

	Size of Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and More
Basic	0.6	0.4	0.4	0.4	0.4	0.4	0.4
Moderate	0.7	0.5	0.5	0.5	0.5	0.5	0.5
Enhanced	0.8	0.7	0.6	0.6	0.6	0.6	0.6
Excellent	1.1	0.9	0.8	0.7	0.7	0.7	0.7

**Minimum Annual Materials Expenditures per Capita**

	Size of Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and More
Basic	\$4.05	\$3.92	\$3.87	\$3.60	\$3.52	\$3.50	\$3.35
Moderate	5.83	5.25	4.95	4.50	4.35	4.30	4.22
Enhanced	6.46	5.35	5.20	5.05	4.95	4.85	4.30
Excellent	8.59	8.60	6.89	6.21	6.17	5.47	4.41

**Minimum Collection Size per Capita**

	Size of Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and More
Basic	6.5	4.5	3.4	3.3	3.1	3.0	2.9
Moderate	8.2	5.2	4.4	3.8	3.4	3.3	3.0
Enhanced	10.3	6.4	5.2	4.5	4.1	3.8	3.2
Excellent	14.9	8.6	6.7	5.5	4.8	4.6	4.1

Appendix 4

**Service Levels of Wisconsin Libraries<sup>1</sup>**

Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>Arrowhead System Libraries</b>						
Beloit Public	Beloit	Rock	Basic	Enhanced	Moderate	Below Basic
Clinton Public	Clinton	Rock	Excellent	Enhanced	Basic	Enhanced
Eager Free Public	Evansville	Rock	Enhanced	Enhanced	Basic	Enhanced
Edgerton Public	Edgerton	Rock	Enhanced	Moderate	Below Basic	Moderate
Hedberg Public	Janesville	Rock	Excellent	Enhanced	Excellent	Basic
Milton Public	Milton	Rock	Excellent	Below Basic	Below Basic	Below Basic
Orfordville Public	Orfordville	Rock	Basic	Moderate	Enhanced	Basic
<b>Eastern Shores System Libraries</b>						
Cedar Grove Public	Cedar Grove	Sheboygan	Enhanced	Excellent	Enhanced	Excellent
Cedarburg Public	Cedarburg	Ozaukee	Excellent	Enhanced	Enhanced	Enhanced
Elkhart Lake Public	Elkhart Lake	Sheboygan	Enhanced	Moderate	Enhanced	Enhanced
Frank L. Weyenberg	Mequon	Ozaukee	Basic	Moderate	Below Basic	Enhanced
Kohler Public	Kohler	Sheboygan	Excellent	Enhanced	Excellent	Excellent
Lakeview Community	Random Lake	Sheboygan	Moderate	Enhanced	Below Basic	Enhanced
Mead Public	Sheboygan	Sheboygan	Below Basic	Enhanced	Excellent	Excellent
Oostburg Public	Oostburg	Sheboygan	Basic	Basic	Below Basic	Moderate
Oscar Grady Public	Saukville	Ozaukee	Moderate	Enhanced	Enhanced	Moderate
Plymouth Public	Plymouth	Sheboygan	Basic	Basic	Enhanced	Excellent
Sheboygan Falls Memorial	Sheboygan Falls	Sheboygan	Moderate	Basic	Enhanced	Moderate
U.S.S. Liberty Memorial Public	Grafton	Ozaukee	Below Basic	Moderate	Basic	Enhanced
W.J. Niederkorn	Port Washington	Ozaukee	Moderate	Moderate	Basic	Basic
<b>Indianhead Federated System Libraries</b>						
Altoona Public	Altoona	Eau Claire	Excellent	Moderate	Excellent	Moderate
Amery Public	Amery	Polk	Below Basic	Below Basic	Excellent	Excellent
Augusta Memorial Public	Augusta	Eau Claire	Basic	Enhanced	Enhanced	Moderate
Baldwin Public	Baldwin	St. Croix	Below Basic	Below Basic	Below Basic	Basic
Balsam Lake Public	Balsam Lake	Polk	Basic	Below Basic	Below Basic	Below Basic
Barron Public	Barron	Barron	Basic	Moderate	Enhanced	Moderate
Boyceville Public	Boyceville	Dunn	Below Basic	Moderate	Below Basic	Below Basic

Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>Indianhead</b> <i>(continued)</i>						
Bruce Area	Bruce	Rusk	Enhanced	Below Basic	Below Basic	Basic
Cadott Community	Cadott	Chippewa	Below Basic	Moderate	Enhanced	Moderate
Calhoun Memorial	Chetek	Barron	Below Basic	Moderate	Below Basic	Below Basic
Cameron Public	Cameron	Barron	Moderate	Below Basic	Below Basic	Below Basic
Carleton A. Friday Memorial	New Richmond	St. Croix	Moderate	Moderate	Below Basic	Below Basic
Centuria Public	Centuria	Polk	Basic	Basic	Enhanced	Basic
Chippewa Falls Public	Chippewa Falls	Chippewa	Below Basic	Below Basic	Below Basic	Below Basic
Clarella Hackett Johnson Public	Sand Creek	Dunn	Below Basic	Enhanced	Moderate	Enhanced
Clear Lake Public	Clear Lake	Polk	Below Basic	Moderate	Enhanced	Basic
Colfax Public	Colfax	Dunn	Below Basic	Moderate	Basic	Below Basic
Cornell Public	Cornell	Chippewa	Below Basic	Below Basic	Below Basic	Below Basic
Cumberland Public	Cumberland	Barron	Basic	Basic	Below Basic	Below Basic
D.R. Moon Memorial	Stanley	Chippewa	Basic	Moderate	Below Basic	Moderate
Deer Park Public	Deer Park	St. Croix	Below Basic	Excellent	Below Basic	Enhanced
Dresser Public	Dresser	Polk	Basic	Enhanced	Enhanced	Enhanced
Durand Community	Durand	Pepin	Excellent	Moderate	Basic	Excellent
Ellsworth Public	Ellsworth	Pierce	Basic	Basic	Below Basic	Basic
Elmwood Public	Elmwood	Pierce	Moderate	Enhanced	Below Basic	Enhanced
Fairchild Public	Fairchild	Eau Claire	Below Basic	Enhanced	Below Basic	Enhanced
Fall Creek Public	Fall Creek	Eau Claire	Enhanced	Below Basic	Basic	Basic
Frederic Public	Frederic	Polk	Below Basic	Basic	Below Basic	Basic
G.E. Bleskacek Family Memorial	Bloomer	Chippewa	Basic	Basic	Below Basic	Basic
Glenwood City Public	Glenwood City	St. Croix	Below Basic	Moderate	Enhanced	Below Basic
Hammond Community	Hammond	St. Croix	Enhanced	Basic	Enhanced	Enhanced
Hawkins Area	Hawkins	Rusk	Excellent	Excellent	Below Basic	Excellent
Hazel Mackin Community	Roberts	St. Croix	Below Basic	Basic	Excellent	Basic
Hudson Area Joint	Hudson	St. Croix	Below Basic	Below Basic	Below Basic	Below Basic
L.E. Phillips Memorial Public	Eau Claire	Eau Claire	Below Basic	Moderate	Moderate	Basic
Luck Public	Luck	Polk	Below Basic	Basic	Below Basic	Below Basic
Menomonie Public	Menomonie	Dunn	Below Basic	Below Basic	Below Basic	Below Basic
Milltown Public	Milltown	Polk	Enhanced	Enhanced	Moderate	Basic
Ogema Public	Ogema	Price	Moderate	Enhanced	Enhanced	Excellent
Osceola Public	Osceola	Polk	Below Basic	Basic	Below Basic	Below Basic
Park Falls Public	Park Falls	Price	Enhanced	Excellent	Moderate	Excellent
Pepin Public	Pepin	Pepin	Below Basic	Below Basic	Below Basic	Below Basic



Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>Indianhead (continued)</b>						
Phillips Public	Phillips	Price	Enhanced	Basic	Below Basic	Below Basic
Plum City Public	Plum City	Pierce	Below Basic	Enhanced	Enhanced	Below Basic
Prescott Public	Prescott	Pierce	Enhanced	Enhanced	Enhanced	Moderate
Rice Lake Public	Rice Lake	Barron	Moderate	Basic	Below Basic	Below Basic
River Falls Public	River Falls	Pierce	Basic	Moderate	Below Basic	Basic
Rusk County Community	Ladysmith	Rusk	Below Basic	Basic	Below Basic	Basic
Somerset Public	Somerset	St. Croix	Below Basic	Below Basic	Below Basic	Below Basic
Spring Valley Public	Spring Valley	Pierce	Moderate	Below Basic	Below Basic	Basic
St. Croix Falls Public	St. Croix Falls	Polk	Enhanced	Basic	Below Basic	Below Basic
Turtle Lake Public	Turtle Lake	Barron	Basic	Basic	Below Basic	Below Basic
Woodville Community	Woodville	St. Croix	Moderate	Below Basic	Enhanced	Below Basic
<b>Kenosha County System Libraries</b>						
Community	Salem	Kenosha	Enhanced	Excellent	Basic	Basic
Kenosha Public	Kenosha	Kenosha	Moderate	Excellent	Excellent	Moderate
<b>Lakeshores System Libraries</b>						
Aram Public	Delavan	Walworth	Basic	Basic	Below Basic	Basic
Barrett Memorial	Williams Bay	Walworth	Moderate	Moderate	Moderate	Basic
Brigham Memorial	Sharon	Walworth	Excellent	Enhanced	Below Basic	Below Basic
Burlington Public	Burlington	Racine	Excellent	Excellent	Moderate	Moderate
Darien Public	Darien	Walworth	Enhanced	Excellent	Excellent	Moderate
East Troy Lions Public	East Troy	Walworth	Below Basic	Basic	Below Basic	Below Basic
Fontana Public	Fontana	Walworth	Enhanced	Excellent	Excellent	Excellent
Genoa City Public	Genoa City	Walworth	Basic	Basic	Below Basic	Basic
Graham Public	Union Grove	Racine	Excellent	Moderate	Below Basic	Basic
Lake Geneva Public	Lake Geneva	Walworth	Basic	Enhanced	Enhanced	Basic
Matheson Memorial	Elkhorn	Walworth	Below Basic	Below Basic	Below Basic	Below Basic
Racine Public	Racine	Racine	Below Basic	Below Basic	Below Basic	Below Basic
Rochester Public	Rochester	Racine	Enhanced	Moderate	Basic	Below Basic
Walworth Memorial	Walworth	Walworth	Basic	Basic	Basic	Moderate
Waterford Public	Waterford	Racine	Basic	Basic	Below Basic	Below Basic
<b>Manitowoc Calumet System Libraries</b>						
Brillion Public	Brillion	Calumet	Moderate	Basic	Below Basic	Enhanced
Chilton Public	Chilton	Calumet	Below Basic	Below Basic	Below Basic	Below Basic
Kiel Public	Kiel	Manitowoc	Basic	Enhanced	Basic	Enhanced

Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>Manitowoc Calumet</b> <i>(continued)</i>						
Lester Public	Two Rivers	Manitowoc	Moderate	Enhanced	Basic	Enhanced
Manitowoc Public	Manitowoc	Manitowoc	Below Basic	Enhanced	Enhanced	Enhanced
New Holstein Public	New Holstein	Calumet	Moderate	Moderate	Enhanced	Enhanced
<b>Mid-Wisconsin Federated System Libraries</b>						
Beaver Dam Community	Beaver Dam	Dodge	Moderate	Below Basic	Excellent	Enhanced
Brownsville Public	Brownsville	Dodge	Below Basic	Basic	Below Basic	Enhanced
Dwight Foster Public	Fort Atkinson	Jefferson	Enhanced	Moderate	Basic	Moderate
Fox Lake Public	Fox Lake	Dodge	Enhanced	Excellent	Excellent	Moderate
Germantown Community	Germantown	Washington	Below Basic	Basic	Excellent	Moderate
Hartford Public	Hartford	Washington	Enhanced	Basic	Excellent	Excellent
Horicon Public	Horicon	Dodge	Basic	Enhanced	Enhanced	Enhanced
Hustisford Community	Hustisford	Dodge	Basic	Basic	Enhanced	Below Basic
Hutchinson Memorial	Randolph	Dodge	Excellent	Excellent	Excellent	Excellent
Iron Ridge Public	Iron Ridge	Dodge	Basic	Excellent	Excellent	Excellent
Irvin L. Young Memorial	Whitewater	Jefferson	Enhanced	Enhanced	Excellent	Excellent
Jefferson Public	Jefferson	Jefferson	Below Basic	Moderate	Below Basic	Moderate
Johnson Creek Public	Johnson Creek	Jefferson	Enhanced	Enhanced	Basic	Moderate
Juneau Public	Juneau	Dodge	Below Basic	Enhanced	Excellent	Enhanced
Karl Junginger Memorial	Waterloo	Jefferson	Moderate	Excellent	Enhanced	Enhanced
Kewaskum Public	Kewaskum	Washington	Basic	Basic	Below Basic	Moderate
L.D. Fargo Public	Lake Mills	Jefferson	Excellent	Enhanced	Basic	Basic
Lomira Public	Lomira	Dodge	Below Basic	Basic	Excellent	Enhanced
Lowell Public	Lowell	Dodge	Below Basic	Excellent	Excellent	Excellent
Mayville Public	Mayville	Dodge	Basic	Moderate	Basic	Excellent
Powers Memorial	Palmyra	Jefferson	Basic	Moderate	Basic	Excellent
Reeseville Public	Reeseville	Dodge	Moderate	Enhanced	Basic	Basic
Slinger Community	Slinger	Washington	Below Basic	Basic	Below Basic	Below Basic
Theresa Public	Theresa	Dodge	Basic	Moderate	Moderate	Enhanced
Watertown Public	Watertown	Jefferson	Moderate	Moderate	Below Basic	Basic
Waupun Public	Waupun	Dodge	Moderate	Enhanced	Excellent	Enhanced
West Bend Community Memorial	West Bend	Washington	Basic	Below Basic	Basic	Basic

Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>Milwaukee County Federated System Libraries</b>						
Brown Deer Public	Brown Deer	Milwaukee	Below Basic	Excellent	Moderate	Excellent
Cudahy Family	Cudahy	Milwaukee	Moderate	Enhanced	Enhanced	Excellent
Franklin Public	Franklin	Milwaukee	Below Basic	Moderate	Below Basic	Basic
Greendale Public	Greendale	Milwaukee	Basic	Moderate	Below Basic	Enhanced
Greenfield Public	Greenfield	Milwaukee	Basic	Below Basic	Basic	Moderate
Hales Corners Public	Hales Corners	Milwaukee	Excellent	Excellent	Excellent	Enhanced
Milwaukee Public	Milwaukee	Milwaukee	Below Basic	Moderate	Enhanced	Excellent
North Shore	Glendale	Milwaukee	Basic	Enhanced	Basic	Excellent
Oak Creek Public	Oak Creek	Milwaukee	Below Basic	Below Basic	Below Basic	Below Basic
Shorewood Public	Shorewood	Milwaukee	Basic	Excellent	Excellent	Enhanced
South Milwaukee Public	South Milwaukee	Milwaukee	Below Basic	Moderate	Moderate	Excellent
St. Francis Public	St. Francis	Milwaukee	Enhanced	Excellent	Excellent	Excellent
Wauwatosa Public	Wauwatosa	Milwaukee	Moderate	Moderate	Moderate	Excellent
West Allis Public	West Allis	Milwaukee	Below Basic	Basic	Basic	Enhanced
Whitefish Bay Public	Whitefish Bay	Milwaukee	Basic	Excellent	Enhanced	Enhanced
<b>Nicolet Federated System Libraries</b>						
Algoma Public	Algoma	Kewaunee	Below Basic	Below Basic	Below Basic	Below Basic
Brown County	Green Bay	Brown	Below Basic <sup>3</sup>	Below Basic	Below Basic	Below Basic
Door County	Sturgeon Bay	Door	Moderate <sup>3</sup>	Enhanced	Moderate	Enhanced
Farnsworth Public	Oconto	Oconto	Below Basic	Below Basic	Below Basic	Below Basic
Florence County	Florence	Florence	Below Basic <sup>3</sup>	Below Basic	Below Basic	Excellent
Gillett Public	Gillett	Oconto	Moderate	Basic	Below Basic	Below Basic
Kewaunee Public	Kewaunee	Kewaunee	Moderate	Moderate	Enhanced	Moderate
Lakes Country Public	Lakewood	Oconto	Below Basic	Below Basic	Below Basic	Below Basic
Lena Public	Lena	Oconto	Below Basic	Below Basic	Basic	Below Basic
Marinette County Consolidated Public Service	Marinette	Marinette	Basic <sup>3</sup>	Below Basic	Below Basic	Below Basic
Menominee Tribal/County	Keshena (Tribal Lib.)	Menominee	Enhanced	Basic	Below Basic	Below Basic
Oconto Falls Community	Oconto Falls	Oconto	Below Basic	Below Basic	Below Basic	Below Basic
Oneida Community	Oneida	Brown	Enhanced	Excellent	Below Basic	Enhanced
Shawano City-County	Shawano	Shawano	Below Basic	Below Basic	Below Basic	Moderate
Suring Area Public	Suring	Oconto	Below Basic	Basic	Below Basic	Below Basic

Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>Northern Waters System Libraries</b>						
Bad River Public Tribal	Odanah (Tribal Lib.)	Ashland	Excellent	Moderate	Below Basic	Enhanced
Bayfield Carnegie Public	Bayfield	Bayfield	Moderate	Moderate	Basic	Basic
Ben Guthrie—Lac du Flambeau Public	Lac du Flambeau	Vilas	Moderate	Enhanced	Below Basic	Below Basic
Boulder Junction Public	Boulder Junction	Vilas	Moderate	Enhanced	Excellent	Excellent
Burnett Community	Webster	Burnett	Below Basic	Below Basic	Below Basic	Below Basic
Drummond Public	Drummond	Bayfield	Moderate	Moderate	Excellent	Moderate
Eleanor Ellis Public	Phelps	Vilas	Basic	Basic	Excellent	Moderate
Evelyn Goldberg Briggs Memorial	Iron River	Bayfield	Below Basic	Below Basic	Basic	Below Basic
Forest Lodge	Cable	Bayfield	Moderate	Enhanced	Enhanced	Moderate
Frank B. Koller Memorial	Manitowish Waters	Vilas	Moderate	Excellent	Excellent	Excellent
Grantsburg Public	Grantsburg	Burnett	Below Basic	Below Basic	Below Basic	Below Basic
Hurley Public	Hurley	Iron	Moderate	Below Basic	Below Basic	Below Basic
Irma Stein Memorial	Presque Isle	Vilas	Moderate	Excellent	Excellent	Excellent
Lac Courte Oreilles Ojibwa College Community	Hayward (Tribal Lib.)	Sawyer	Excellent	Excellent	Excellent	Enhanced
Land O' Lakes Public	Land O' Lakes	Vilas	Moderate	Excellent	Excellent	Excellent
Legion Memorial	Mellen	Ashland	Moderate	Basic	Basic	Below Basic
Madeline Island Public	La Pointe	Ashland	Moderate	Excellent	Excellent	Excellent
Mercer Public	Mercer	Iron	Excellent	Enhanced	Excellent	Basic
Plum Lake Public	Sayner	Vilas	Basic	Enhanced	Excellent	Excellent
Red Cliff Public	Bayfield (Tribal Lib.)	Bayfield	Moderate	Excellent	Below Basic	Enhanced
Shell Lake Public	Shell Lake	Washburn	Moderate	Moderate	Basic	Basic
Sherman and Ruth Weiss Community	Hayward	Sawyer	Below Basic	Below Basic	Below Basic	Below Basic
Spooner Memorial	Spooner	Washburn	Basic	Below Basic	Below Basic	Below Basic
Superior Public	Superior	Douglas	Below Basic	Basic	Below Basic	Basic
Vaughn Public	Ashland	Ashland	Below Basic	Basic	Enhanced	Below Basic
Walter E. Olson Memorial	Eagle River	Vilas	Below Basic	Below Basic	Below Basic	Basic
Washburn Public	Washburn	Bayfield	Moderate	Moderate	Enhanced	Basic
Winchester Public	Winchester	Vilas	Below Basic	Excellent	Excellent	Excellent
Winter Public	Winter	Sawyer	Excellent	Moderate	Enhanced	Below Basic
<b>Outagamie Waupaca System Libraries</b>						
Appleton Public	Appleton	Outagamie	Below Basic	Basic	Basic	Enhanced
Black Creek	Black Creek	Outagamie	Enhanced	Basic	Enhanced	Moderate
Clintonville Public	Clintonville	Waupaca	Moderate	Excellent	Excellent	Excellent

Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>Outagamie Waupaca</b> <i>(continued)</i>						
Hortonville Public	Hortonville	Outagamie	Basic	Below Basic	Below Basic	Below Basic
Iola Village	Iola	Waupaca	Enhanced	Enhanced	Enhanced	Moderate
Kaukauna Public	Kaukauna	Outagamie	Basic	Basic	Basic	Basic
Kimberly—Little Chute Public	Kimberly	Outagamie	Below Basic	Basic	Below Basic	Enhanced
Marion Public	Marion	Waupaca	Excellent	Enhanced	Enhanced	Enhanced
Muehl Public	Seymour	Outagamie	Moderate	Basic	Basic	Basic
Neuschafer Community	Fremont	Waupaca	Moderate	Enhanced	Excellent	Moderate
New London Public	New London	Waupaca	Moderate	Enhanced	Basic	Enhanced
Scandinavia Public	Scandinavia	Waupaca	Below Basic	Basic	Below Basic	Moderate
Shiocton Public	Shiocton	Outagamie	Basic	Basic	Below Basic	Below Basic
Sturm Memorial	Manawa	Waupaca	Enhanced	Moderate	Basic	Basic
Waupaca Area Public	Waupaca	Waupaca	Moderate	Excellent	Enhanced	Moderate
Weyauwega Public	Weyauwega	Waupaca	Enhanced	Enhanced	Enhanced	Enhanced
<b>South Central System Libraries</b>						
Adams County Public	Adams	Adams	Below Basic <sup>3</sup>	Below Basic	Below Basic	Below Basic
Albany Public	Albany	Green	Below Basic	Moderate	Basic	Moderate
Angie Williams Cox Public	Pardeeville	Columbia	Enhanced	Enhanced	Below Basic	Moderate
Baraboo Public	Baraboo	Sauk	Basic	Moderate	Below Basic	Basic
Belleville Public	Belleville	Dane	Enhanced	Excellent	Excellent	Excellent
Black Earth Public	Black Earth	Dane	Basic	Enhanced	Enhanced	Enhanced
Brodhead Memorial Public	Brodhead	Green	Enhanced	Enhanced	Enhanced	Excellent
Cambridge Community	Cambridge	Dane	Excellent	Excellent	Excellent	Enhanced
Charles & JoAnn Lester	Nekoosa	Wood	Below Basic	Moderate	Below Basic	Excellent
Columbus Public	Columbus	Columbia	Excellent	Enhanced	Enhanced	Enhanced
Deerfield Public	Deerfield	Dane	Enhanced	Enhanced	Moderate	Moderate
DeForest Area Public	DeForest	Dane	Moderate	Excellent	Moderate	Enhanced
E.D. Locke Public	McFarland	Dane	Enhanced	Moderate	Enhanced	Enhanced
Jane Morgan Memorial	Cambria	Columbia	Excellent	Enhanced	Below Basic	Below Basic
Kilbourn Public	Wisconsin Dells	Columbia	Enhanced	Excellent	Excellent	Excellent
Kraemer Library & Community Center	Plain	Sauk	Basic	Moderate	Enhanced	Basic
La Valle Public	La Valle	Sauk	Below Basic	Moderate	Moderate	Moderate
Lester Public of Arpin	Arpin	Wood	Basic	Enhanced	Below Basic	Enhanced
Lester Public of Rome	Nekoosa	Adams	Enhanced	Moderate	Enhanced	Moderate
Lester Public of Vesper	Vesper	Wood	Basic	Enhanced	Below Basic	Enhanced

Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>South Central (continued)</b>						
Lettie W. Jensen Public	Amherst	Portage	Below Basic	Moderate	Enhanced	Excellent
Lodi Woman's Club Public	Lodi	Columbia	Enhanced	Moderate	Basic	Basic
Madison Public	Madison	Dane	Moderate	Moderate	Enhanced	Excellent
Marshall Community	Marshall	Dane	Basic	Enhanced	Basic	Enhanced
Marshfield Public	Marshfield	Wood	Excellent	Enhanced	Enhanced	Enhanced
Mazomanie Free	Mazomanie	Dane	Basic	Moderate	Enhanced	Enhanced
McMillan Memorial	Wisconsin Rapids	Wood	Basic	Basic	Basic	Basic
Middleton Public	Middleton	Dane	Excellent	Excellent	Excellent	Moderate
Monona Public	Monona	Dane	Basic	Excellent	Enhanced	Excellent
Monroe Public	Monroe	Green	Enhanced	Enhanced	Basic	Enhanced
Monticello Public	Monticello	Green	Basic	Basic	Enhanced	Excellent
Mount Horeb Public	Mount Horeb	Dane	Basic	Excellent	Moderate	Moderate
New Glarus Public	New Glarus	Green	Basic	Enhanced	Excellent	Enhanced
North Freedom Public	North Freedom	Sauk	Below Basic	Moderate	Basic	Basic
Oregon Public	Oregon	Dane	Moderate	Moderate	Basic	Moderate
Pittsville Community	Pittsville	Wood	Below Basic	Below Basic	Basic	Moderate
Portage County Public	Stevens Point	Portage	Below Basic <sup>3</sup>	Basic	Below Basic	Below Basic
Portage Public	Portage	Columbia	Moderate	Below Basic	Moderate	Basic
Poynette Area Public	Poynette	Columbia	Enhanced	Basic	Below Basic	Basic
Prairie du Sac Public	Prairie du Sac	Sauk	Excellent	Excellent	Excellent	Excellent
Reedsburg Public	Reedsburg	Sauk	Enhanced	Basic	Moderate	Moderate
Rio Community	Rio	Columbia	Basic	Enhanced	Enhanced	Excellent
Rock Springs Public	Rock Springs	Sauk	Below Basic	Enhanced	Basic	Moderate
Rosemary Garfoot Public	Cross Plains	Dane	Enhanced	Excellent	Enhanced	Excellent
Sauk City Public	Sauk City	Sauk	Enhanced	Enhanced	Enhanced	Excellent
Spring Green Community	Spring Green	Sauk	Moderate	Excellent	Excellent	Enhanced
Stoughton Public	Stoughton	Dane	Enhanced	Moderate	Basic	Basic
Sun Prairie Public	Sun Prairie	Dane	Enhanced	Enhanced	Enhanced	Basic
Verona Public	Verona	Dane	Enhanced	Moderate	Excellent	Basic
Waunakee Public	Waunakee	Dane	Excellent	Enhanced	Basic	Enhanced
Wyocena Public	Wyocena	Columbia	Below Basic	Excellent	Below Basic	Basic
<b>Southwest Wisconsin System Libraries</b>						
Allen-Dietzman Public	Livingston	Grant	Below Basic	Basic	Basic	Basic
Argyle Public	Argyle	Lafayette	Below Basic	Below Basic	Below Basic	Below Basic
Barneveld Public	Barneveld	Iowa	Excellent	Moderate	Below Basic	Below Basic

Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>Southwest Wisconsin (continued)</b>						
Benton Public	Benton	Lafayette	Below Basic	Enhanced	Below Basic	Moderate
Blanchardville Public	Blanchardville	Lafayette	Basic	Enhanced	Enhanced	Basic
Bloomington Public	Bloomington	Grant	Below Basic	Below Basic	Moderate	Moderate
Brewer Public	Richland Center	Richland	Below Basic	Below Basic	Below Basic	Enhanced
Brickl Memorial	Dickeyville	Grant	Below Basic	Below Basic	Enhanced	Below Basic
Cobb Public	Cobb	Iowa	Below Basic	Enhanced	Basic	Basic
Cuba City Public	Cuba City	Grant	Enhanced	Excellent	Enhanced	Moderate
Dodgeville Public	Dodgeville	Iowa	Below Basic	Below Basic	Below Basic	Below Basic
Dwight T. Parker Public	Fennimore	Grant	Basic	Below Basic	Basic	Basic
Eckstein Memorial	Cassville	Grant	Basic	Basic	Excellent	Basic
Gays Mills Public	Gays Mills	Crawford	Basic	Below Basic	Below Basic	Below Basic
Hazel Green Public	Hazel Green	Grant	Below Basic	Below Basic	Below Basic	Below Basic
Hildebrand Memorial	Boscobel	Grant	Enhanced	Basic	Below Basic	Basic
John Turgeson Public	Belmont	Lafayette	Below Basic	Below Basic	Below Basic	Enhanced
Johnson Public	Darlington	Lafayette	Below Basic	Below Basic	Below Basic	Basic
Joseph W. & Emma L. Wachute Memorial	Prairie du Chien	Crawford	Basic	Below Basic	Basic	Below Basic
Lone Rock Community	Lone Rock	Richland	Basic	Basic	Basic	Basic
McCoy Public	Shullsburg	Lafayette	Below Basic	Below Basic	Below Basic	Basic
Mineral Point Public	Mineral Point	Iowa	Enhanced	Basic	Enhanced	Basic
Montfort Public	Montfort	Grant	Below Basic	Enhanced	Enhanced	Basic
Muscoda Public	Muscoda	Grant	Moderate	Below Basic	Below Basic	Below Basic
Platteville Public	Platteville	Grant	Excellent	Basic	Enhanced	Basic
Schreiner Memorial	Lancaster	Grant	Enhanced	Moderate	Excellent	Moderate
Soldiers Grove Public	Soldiers Grove	Crawford	Below Basic	Basic	Below Basic	Basic
Viola Public	Viola	Richland	Basic	Basic	Excellent	Enhanced
<b>Waukesha County Federated System Libraries</b>						
Alice Baker Memorial Public	Eagle	Waukesha	Enhanced	Enhanced	Enhanced	Moderate
Big Bend Village	Big Bend	Waukesha	Moderate	Enhanced	Excellent	Moderate
Brookfield Public	Brookfield	Waukesha	Enhanced	Excellent	Excellent	Moderate
Butler Public	Butler	Waukesha	Excellent	Enhanced	Excellent	Enhanced
Delafield Public	Delafield	Waukesha	Basic	Enhanced	Moderate	Moderate
Elm Grove Public	Elm Grove	Waukesha	Enhanced	Excellent	Excellent	Excellent
Hartland Public	Hartland	Waukesha	Basic	Excellent	Excellent	Enhanced
Menomonee Falls Public	Menomonee Falls	Waukesha	Excellent	Enhanced	Excellent	Enhanced
Mukwonago Community	Mukwonago	Waukesha	Moderate	Moderate	Moderate	Moderate

Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>Waukesha County</b> <i>(continued)</i>						
Muskego Public	Muskego	Waukesha	Enhanced	Enhanced	Enhanced	Enhanced
New Berlin Public	New Berlin	Waukesha	Enhanced	Basic	Moderate	Moderate
Oconomowoc Public	Oconomowoc	Waukesha	Moderate	Enhanced	Enhanced	Enhanced
Pauline Haass Public	Sussex	Waukesha	Moderate	Enhanced	Enhanced	Moderate
Pewaukee Public	Pewaukee	Waukesha	Basic	Enhanced	Basic	Moderate
Town Hall	North Lake	Waukesha	Excellent	Enhanced	Excellent	Enhanced
Waukesha Public	Waukesha	Waukesha	Enhanced	Basic	Basic	Moderate
<b>Winding Rivers System Libraries</b>						
Alma Public	Alma	Buffalo	Below Basic	Below Basic	Below Basic	Below Basic
Arcadia Free Public	Arcadia	Trempealeau	Below Basic	Below Basic	Below Basic	Below Basic
Bekkum Memorial Public	Westby	Vernon	Moderate	Basic	Basic	Basic
Black River Falls Public	Black River Falls	Jackson	Below Basic	Below Basic	Below Basic	Below Basic
Blair-Preston Public	Blair	Trempealeau	Below Basic	Below Basic	Basic	Below Basic
De Soto Public	De Soto	Vernon	Below Basic	Basic	Enhanced	Excellent
Elroy Public	Elroy	Juneau	Enhanced	Enhanced	Below Basic	Enhanced
Ettrick Public	Ettrick	Trempealeau	Below Basic	Below Basic	Below Basic	Basic
Galesville Public	Galesville	Trempealeau	Moderate	Basic	Below Basic	Below Basic
Hatch Public	Mauston	Juneau	Basic	Basic	Basic	Below Basic
Hauge Memorial	Osseo	Trempealeau	Basic	Moderate	Below Basic	Enhanced
Hillsboro Public	Hillsboro	Vernon	Below Basic	Basic	Basic	Enhanced
Independence Public	Independence	Trempealeau	Enhanced	Moderate	Enhanced	Basic
Kendall Public	Kendall	Monroe	Below Basic	Below Basic	Basic	Moderate
Knutson Memorial	Coon Valley	Vernon	Below Basic	Below Basic	Enhanced	Below Basic
La Crosse County	Holmen	La Crosse	Below Basic	Basic	Below Basic	Below Basic
La Crosse Public	La Crosse	La Crosse	Enhanced	Excellent	Excellent	Excellent
Lawton Memorial	La Farge	Vernon	Moderate	Below Basic	Basic	Below Basic
McIntosh Memorial	Viroqua	Vernon	Below Basic	Moderate	Below Basic	Basic
Mondovi Public	Mondovi	Buffalo	Below Basic	Below Basic	Below Basic	Below Basic
Necedah Memorial	Necedah	Juneau	Basic	Moderate	Below Basic	Below Basic
New Lisbon Memorial	New Lisbon	Juneau	Moderate	Basic	Enhanced	Basic
Norwalk Public	Norwalk	Monroe	Basic	Moderate	Basic	Moderate
Ontario Public	Ontario	Vernon	Basic	Enhanced	Enhanced	Enhanced
Readstown Public	Readstown	Vernon	Basic	Below Basic	Below Basic	Excellent
Shirley M. Wright Memorial	Trempealeau	Trempealeau	Basic	Basic	Below Basic	Below Basic
Sparta Free	Sparta	Monroe	Basic	Below Basic	Below Basic	Below Basic



Library	Location		Selected DPI Standards <sup>2</sup>			
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<b>Winding Rivers</b> (continued)						
Strum Public	Strum	Trempealeau	Excellent	Basic	Enhanced	Below Basic
Taylor Memorial	Taylor	Jackson	Below Basic	Below Basic	Below Basic	Moderate
Tomah Public	Tomah	Monroe	Moderate	Below Basic	Basic	Below Basic
Torkelson Memorial	Cashton	Monroe	Below Basic	Below Basic	Below Basic	Below Basic
Whitehall Public	Whitehall	Trempealeau	Below Basic	Below Basic	Enhanced	Basic
Wilton Public	Wilton	Monroe	Basic	Below Basic	Basic	Below Basic
Wonewoc Public	Wonewoc	Juneau	Basic	Enhanced	Basic	Moderate
<b>Winnefox System Libraries</b>						
Berlin Public	Berlin	Green Lake	Excellent	Excellent	Enhanced	Excellent
Brandon Public	Brandon	Fond du Lac	Basic	Enhanced	Basic	Moderate
Caestecker Public	Green Lake	Green Lake	Excellent	Moderate	Enhanced	Enhanced
Campbellsport Public	Campbellsport	Fond du Lac	Basic	Basic	Below Basic	Basic
Carter Memorial	Omro	Winnebago	Moderate	Enhanced	Enhanced	Excellent
Coloma Public	Coloma	Waushara	Enhanced	Enhanced	Basic	Basic
Elisha D. Smith Public	Menasha	Winnebago	Enhanced	Excellent	Excellent	Excellent
Endeavor Public	Endeavor	Marquette	Basic	Basic	Below Basic	Basic
Ethel Everhard Memorial	Westfield	Marquette	Moderate	Below Basic	Below Basic	Below Basic
Fond du Lac Public	Fond du Lac	Fond du Lac	Below Basic	Basic	Basic	Below Basic
Hancock Public	Hancock	Waushara	Basic	Enhanced	Moderate	Moderate
Leon-Saxeville Township	Pine River	Waushara	Below Basic	Below Basic	Below Basic	Moderate
Markesan Public	Markesan	Green Lake	Enhanced	Enhanced	Enhanced	Moderate
Mill Pond Public	Kingston	Green Lake	Below Basic	Below Basic	Below Basic	Below Basic
Montello Public	Montello	Marquette	Below Basic	Below Basic	Below Basic	Below Basic
Neenah Public	Neenah	Winnebago	Enhanced	Basic	Enhanced	Enhanced
Neshkoro Public	Neshkoro	Marquette	Below Basic	Below Basic	Basic	Enhanced
Oakfield Public	Oakfield	Fond du Lac	Below Basic	Moderate	Enhanced	Moderate
Oshkosh Public	Oshkosh	Winnebago	Moderate	Moderate	Enhanced	Moderate
Oxford Public	Oxford	Marquette	Basic	Basic	Below Basic	Moderate
Packwaukee Public	Packwaukee	Marquette	Moderate	Below Basic	Basic	Below Basic
Patterson Memorial	Wild Rose	Waushara	Enhanced	Enhanced	Below Basic	Moderate
Plainfield Public	Plainfield	Waushara	Moderate	Basic	Basic	Moderate
Poy Sippi Public	Poy Sippi	Waushara	Basic	Below Basic	Moderate	Basic
Princeton Public	Princeton	Green Lake	Excellent	Moderate	Enhanced	Moderate
Redgranite Public	Redgranite	Waushara	Below Basic	Below Basic	Below Basic	Below Basic
Ripon Public	Ripon	Fond du Lac	Moderate	Enhanced	Enhanced	Enhanced

Library	Location		Selected DPI Standards <sup>2</sup>			
	Municipality	County	Hours Open per Week	FTE Staff per 1,000 Population	Materials Expenditures per Capita	Collection Size per Capita
<b>Winnefox (continued)</b>						
Spillman Public	North Fond du Lac	Fond du Lac	Below Basic	Below Basic	Below Basic	Basic
Wautoma Public	Wautoma	Waushara	Moderate	Below Basic	Below Basic	Below Basic
Winneconne Public	Winneconne	Winnebago	Below Basic	Below Basic	Excellent	Enhanced
<b>Wisconsin Valley System Libraries</b>						
Abbotsford Public	Abbotsford	Clark	Moderate	Below Basic	Basic	Below Basic
Antigo Public	Antigo	Langlade	Moderate	Basic	Basic	Below Basic
Colby Public	Colby	Clark	Basic	Moderate	Below Basic	Moderate
Crandon Public	Crandon	Forest	Below Basic	Below Basic	Below Basic	Below Basic
Dorchester Public	Dorchester	Clark	Basic	Basic	Enhanced	Enhanced
Edith Evans Community	Laona	Forest	Moderate	Below Basic	Basic	Basic
Edward U. Demmer Memorial	Three Lakes	Oneida	Excellent	Excellent	Excellent	Excellent
Frances L. Simek Memorial	Medford	Taylor	Basic	Below Basic	Below Basic	Basic
Greenwood Public	Greenwood	Clark	Moderate	Basic	Basic	Basic
Jean M. Thomsen Memorial	Stetsonville	Taylor	Moderate	Moderate	Enhanced	Moderate
Loyal Public	Loyal	Clark	Basic	Below Basic	Basic	Moderate
Marathon County Public	Wausau	Marathon	Below Basic <sup>3</sup>	Basic	Below Basic	Below Basic
Minocqua Public	Minocqua	Oneida	Below Basic	Basic	Moderate	Below Basic
Neillsville Public	Neillsville	Clark	Below Basic	Below Basic	Below Basic	Below Basic
Owen Public	Owen	Clark	Basic	Basic	Basic	Enhanced
Rhineland District	Rhineland	Oneida	Below Basic	Moderate	Below Basic	Basic
Rib Lake Public	Rib Lake	Taylor	Basic	Moderate	Moderate	Enhanced
Samson Memorial	Granton	Clark	Below Basic	Enhanced	Below Basic	Enhanced
T.B. Scott Free	Merrill	Lincoln	Basic	Enhanced	Basic	Moderate
Thorp Public	Thorp	Clark	Moderate	Basic	Basic	Moderate
Tomahawk Public	Tomahawk	Lincoln	Moderate	Enhanced	Moderate	Excellent
Wabeno Public	Wabeno	Forest	Basic	Below Basic	Basic	Below Basic
Westboro Public	Westboro	Taylor	Basic	Enhanced	Enhanced	Enhanced
Western Taylor County Public	Gilman	Taylor	Moderate	Below Basic	Below Basic	Below Basic
Withee Public	Withee	Clark	Moderate	Basic	Basic	Basic

<sup>1</sup> Includes 382 of Wisconsin's 388 public libraries. County service libraries for Barron, Dane, Dodge, Pierce, Polk, and Price are not included because they serve all county residents and do not operate physical buildings.

<sup>2</sup> Includes four of DPI's eight public library standards.

<sup>3</sup> Hours for the main library only.