ARROWHEAD LIBRARY SYSTEM
Board Meeting
Via:
GoToMeeting
https://global.gotomeeting.com/join/710683725
or to join by phone, dial:
+1 (872) 240-3311 Access Code: 710-683-725
June 9, 2021
6:00 pm

1. Call to Order

2. Approval of Agenda

3. Approval of Minutes

4. Approval of Expenditures

5. Citizen Participation, Communication and Announcements

6. Unfinished Business

    a. Shared System – SHARE Update

    b. 2021/22 Budget

    c. Public Library System Redesign Project

    d. Librarians' Report – Sarah Strunz

    e. ALS Covid-19 Update

    f. Strategic planning/merger exploration update

7. New Business

    a. 2022 staff wages (Action)

    b. Formation of Joint Merger Exploration Committee (Action)

8. Communications

9. Adjourn

The undersigned, as the designee of the presiding officer of the above governmental body, certify that I emailed a copy of this document to the Rock County Courthouse, Administration office for posting on the Rock County website@ www.co.rock.wi.us on 6/3/2021.

Anita Schultz – Arrowhead Library System

ARROWHEAD LIBRARY SYSTEM BOARD MEETING
Remote via GoToMeeting
May 12, 2021

ALS Board President Adam Dinnes called the meeting to order at 6:00 p.m.
Present were Bill Wilson, Sherry Blakeley, Jose Carrillo, Stephanie Aegerter, Sarah
Strunz, and Steven Platteter. Also present was Lakeshores Library System Director
Steve Ohs.

The Agenda was moved approved by Bill Wilson. Jose Carrillo seconded, and the
motion carried unanimously.

The April 2021 minutes were moved approved by Bill Wilson. Jose Carrillo
seconded, and the motion carried unanimously.

Expenditures were approved on a motion by Bill Wilson with Adam Dinnes
seconding. The motion carried unanimously.

Citizen participation, communication, or announcements:

Unfinished Business
a. Shared System –SHARE Update:

b. 2020/21 Budget: Platteter reported that the second state aid payment has
been received. He also mentioned that the Evansville School District is no longer
interested in delivery.

c. Public Library System Redesign Project: Platteter discussed potential statewide
delivery changes, he also mentioned that ALS/LLS merger discussion has attracted
DPI interest.

d. Librarians' Report:

e. ALS Covid-19 Update: Platteter mentioned that all ALS staff is now fully
vaccinated.

f. Strategic planning/merger exploration update: Platteter and Steve Ohs discussed developments especially the unanimous voting by the LLS directors to explore a merger with ALS.

New Business
a. 2022 Rock County Budget Calendar: Platteter shared the 2022 Rock County Budget Calendar.

Communications:

Jose Carrillo moved to adjourn. Stephanie Aegerter seconded, and the motion carried unanimously. The meeting ended at 6:24 p.m.

Respectfully submitted,
Steven Platteter, Acting Secretary

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE

Account Number	Account Name	Inv Date	Vendor Name		Inv/Enc Amt
51-5000-0000-62119	Other Services				
		04/20/2021	BRIDGES LIBRARY SYSTEM		100.00
		04/30/2021	KOENE COURIER SERVICE LLC		2,665.00
	Budget	YTD Exp	YTD Enc	Pending	Closing Balance
	237,515.00	153,838.36	0.00	2,765.00	80,911.64
51-5000-0000-63101	Postage				
		05/05/2021	ARROWHEAD LIBRARY PETTY CASH		11.20
	Budget	YTD Exp	YTD Enc	Pending	Closing Balance
	1,000.00	57.60	0.00	11.20	931.20
51-5000-0000-63200	Pubs/Subs/Dues				
		05/20/2021	LIBRARY JOURNAL		157.99
	Budget	YTD Exp	YTD Enc	Pending	Closing Balance
	1,200.00	437.70	0.00	157.99	604.31
51-5000-0000-65321	Building Lease				
		07/01/2021	CITY OF MILTON		1,166.67
	Budget	YTD Exp	YTD Enc	Pending	Closing Balance
	14,000.00	7,000.02	0.00	1,166.67	5,833.31
		Arrowhead Library System PROG TOTAL		**4,100.86**	

I have examined the preceding bills and encumbrances in the total amount of   **$4,100.86**

Claims covering the items are proper and have been previously funded. These items are to be treated as follows:
A. Bills and encumbrances over $10,000 referred to the Finance Committee and County Board.
B. Bills under $10,000 to be paid.
C. Encumbrances under $10,000 to be paid upon acceptance by the Department Head.

Date: _____

Dept Head _____

Committee Chair _____

Account Number	Account Name	Inv Date	Vendor Name	Inv/Enc Amt

REPORT COMPLETE!

For Job Numbers: 2187361

Budget to Actual Figures

Fiscal Year: 2021   **As of:** 05/26/2021   **Budget:** RV

Org Key	Title
5150000000	**Arrowhead Library System**

Object	Description	Budget	Actual	Encumbrance	Balance
REVENUE					
42200	State Aid	467,820.00	467,820.00	0.00	0.00
44120	Miscellaneous Fees	3,052.00	2,841.34	0.00	(210.66)
45504	Intergov-Other Libraries	260,892.00	260,891.65	0.00	(0.35)
46000	Contributions	2,000.00	0.00	0.00	(2,000.00)
46400	Fund Balance	60,000.00	0.00	0.00	(60,000.00)
	Total Revenue	**793,764.00**	**731,552.99**	**0.00**	**($62,211.01)**
EXPENSE					
61100	Regular Wages	183,982.00	60,407.04	0.00	123,574.96
61300	Per Diems	1,800.00	550.00	0.00	1,250.00
61400	FICA	14,075.00	4,527.67	0.00	9,547.33
61510	Retirement	12,051.00	3,463.50	0.00	8,587.50
61610	Health Insurance Premium	47,752.00	15,684.88	0.00	32,067.12
61620	Dental Insurance	1,373.00	648.40	0.00	724.60
61630	Life Insurance	180.00	50.65	0.00	129.35
62119	Other Contracted Services	237,515.00	156,603.36	0.00	80,911.64
62130	Audit Fees	2,000.00	0.00	0.00	2,000.00
62210	Telephone	2,000.00	193.79	0.00	1,806.21
62410	Repair & Maintenance-Vehicles	10,000.00	2,288.38	0.00	7,711.62
62420	Machinery/Equip R & M	100.00	0.00	0.00	100.00
63100	Office Supplies & Misc Expense	1,500.00	116.85	0.00	1,383.15
63101	Postage	1,000.00	68.80	0.00	931.20
63104	Printing & Duplicating	5,000.00	1,261.76	0.00	3,738.24
63108	Public Information	5,000.00	74.99	0.00	4,925.01
63200	Publications/Subscriptions/Due	1,200.00	595.69	0.00	604.31
63300	Travel	3,000.00	0.00	0.00	3,000.00
64200	Training Expense	4,000.00	1,377.37	0.00	2,622.63
64201	Convention Expense	4,000.00	135.00	0.00	3,865.00
64214	ILS Costs	191,735.00	188,727.11	0.00	3,007.89
64303	Extension Materials	4,000.00	163.20	0.00	3,836.80
64306	Resource Libraries	40,000.00	40,000.00	0.00	0.00
64307	Participating Libraries	1,162,844.00	1,162,844.49	0.00	(0.49)
64309	Intersystem Agreement	83,040.00	80,451.59	0.00	2,588.41
64904	Sundry Expense	1,000.00	41.93	0.00	958.07
64918	Marketing & Promotion	300.00	0.00	0.00	300.00
65101	Insurance on Buildings	6,000.00	5,877.00	0.00	123.00
65321	Building Lease	14,000.00	8,166.69	0.00	5,833.31
67199	Miscellaneous Equipment	1,000.00	0.00	0.00	1,000.00
	Total Expense	**2,041,447.00**	**1,734,320.14**	**0.00**	**307,126.86**
	County Share (Revenue - Expense)	**(1,247,683.00)**	**(1,002,767.15)**	**0.00**	**(244,915.85)**
	Grand Total Revenue	**793,764.00**	**731,552.99**	**0.00**	**(62,211.01)**

Fiscal Year: 2021   **As of:** 05/26/2021   **Budget:** RV

Org Key	Title
5150000000	**Arrowhead Library System**

Object	Description	Budget	Actual	Encumbrance	Balance
	Grand Total Expense	2,041,447.00	1,734,320.14	0.00	307,126.86
	Grand Totals County Share	(1,247,683.00)	(1,002,767.15)	0.00	(244,915.85)

Process

There are a number of statutory requirements that must be planned for in any public library system consolidation that moves forward.

- Indicating intentions to explore consolidation on the system annual plans (due October 15th prior to implementation year);
- Posting notices for public hearings at the county and municipal level concerning withdrawal from a library system (due June 15th of implementation year);
- Votes at the county and municipal level to withdraw from the old system and join the new system upon its creation (due August 1st of implementation year);
- Filing separate system audits with DPI from the final year of the separate library systems (September 30th of implementation year);
- File a system plan for a single consolidated system to DPI (October 15th prior to effective date of new system);
- Summing-up how the "old systems" were closed-out in the DPI annual report (March 1st of year after effective date of new system);

Outside of the statutorily-required activities, there are a host of other necessary activities that will need to be identified and coordinated. These include working with member counties to make sure that trustees are appointed and ready to go on day one of the new system, and developing drafts of required agreements so they are ready to move through the new board after the new system is created. The following agreements will be needed:

- Member library agreement;
- Resource library agreement;
- Intersystem agreements with all adjacent library systems;
- Any necessary system service contracts;
- Any necessary agreements with other types of libraries.

Ultimately, much of the process is up to the systems to create. This is simultaneously a benefit and a challenge due to the range of possible approaches. One possible straightforward way to take a first step is for the library directors of each system to communicate their support for a merger exploration by passage of a motion at their respective meetings. System directors would then be in a position to write a joint letter to both system boards, laying out a case and encouraging them to appoint a joint steering committee to produce a recommendation. If the recommendation is to follow-through with a merger, that committee would then become an implementation committee, assisting with the various tasks that would need to be done over the course of the following year.

Joint Roadmap

The complexity of such a process indicates that it would be advisable for both systems to develop a roadmap. Such a roadmap should include statutory and non-statutory deadlines, checkpoints with "off ramps", and any required deliverables. If the systems wish to first conduct an official "merger exploration", the roadmap should begin with this. Any joint committee appointed by the systems could be tasked with developing the roadmap as part of exploration process itself. The roadmap should encompass at minimum the first six months of operation of the new system in a basic sense, in order to help prioritize the activities that the new board and staff must complete, including:

- Implementation of a strategic planning process;
- Recommending budget priorities;
- Recommending any procedures to ensure a smooth transition of financial bookkeeping;
- Developing key policy recommendations.

Stakeholder Roles

Any alteration of public library system territory requires the engagement not only of public library system boards, but also of county boards of supervisors, member library directors and of municipal governing bodies.

- Library System Boards
    - Prior to a consolidation, the boards of trustees of the respective public library systems must not only agree to merge, but must collaboratively design, support and execute a plan to accomplish the task.
    - System boards should both vote in favor of consolidation before votes of approval are sought from member counties and member libraries.
    - After the consolidation becomes effective, the "old" boards become dissolved and a "new" board becomes established.
    - The new system board will be responsible for creating any necessary policy, procedural and budgetary frameworks to support the needs of the member libraries.
    - As with any public library system, the activities of the board should be done under the advisement of the system administrator or director, with considerable input from the member libraries.

- County Boards
    - In order to change system affiliation, each county board must hold publicly-noticed hearings, to be followed by formal action to withdraw from one system and join a new system. This is the manner in which counties may approve (or deny by inaction) the creation of a new "merged" library system.

- Each county board must appoint an appropriate number of new trustees to the new system, with terms beginning on the January 1st of the year the new system becomes effective. The overall number of trustees on the board, as well as any proportional seats per county, must be agreed upon by all member counties of the merges system to be established.
  - According to the statutes, the minimum size of any library system board is 11, while the maximum size is 20.
  - Each county should also end the terms trustees who served on the "old" system boards as of the December 31st before the merger becomes effective (January 1st). Note: persons who served on the old system boards are not precluded from serving on the new system board, but they must be specifically appointed.
  - Once the new system is created, each county must also create and approve a new plan of library service, or approve a plan that has been revised for the new system.

- Municipal Boards
  - In order to change system affiliation as a county, a statutory threshold of support by the municipalities with libraries must be met.
  - The threshold is set at 80% of the combined municipal library service population of the county. In other words, if enough local governing bodies representing a collective 80% of the combined municipal library service population of the county vote in favor, then the threshold is met.
  - To accomplish this, each board must hold a publicly-noticed hearing, to be followed by formal action to support the withdrawal of the county from the "old" system and to join the "new" system once established.
  - Notices of the possible action to withdraw/join must be sent to other member libraries, the county, and the system board at least 30 days prior to the required public hearing.
  - Library boards must be invited to send a representative to the municipal public hearing.

- Library Directors
  - Library directors play a key role in providing feedback throughout the process, keeping their library boards and municipal boards informed, and helping to make sure that necessary municipal meetings are scheduled and held at the appropriate times.

- System Directors
  - Advise the activities of the system boards
  - Communicate progress and updates to member libraries
  - Assist county administrators or executives in orchestrating the activities of county governing bodies
  - Engage in appropriate system-level operational planning so as to ensure as smooth a process as possible

- DPI Public Library Team
  - DPI in responsible for approving system annual plans prior to any consolidation, disbursing state aid payments, and approving/filing the required agreements submitted in advance of an soon after a consolidation takes effect.
  - DPI will also serve as advisors to the process, making financial and planning resources available as possible.
  - DPI has also indicated their intent to provide support to systems in developing assistive documentation, including roadmaps and communication plans.

Pre-Consolidation Decision-Making vs. Post-Consolidation Decision-Making

This is an extremely important topic. When considering any sort of modification of public library system territory, it is often tempting to try and address issues such as specific staffing issues, facilities, and specific service choices. However:

- Under the statutory construct in Wisconsin, it is the job of the pre-consolidation system boards to plan and execute the process up until the point at which the new system becomes effective (January 1st is the statutory fiscal year start for public library systems);
- Once the new system becomes effective, it is the job of the newly-appointed board to oversee the work of completing the transition and establishing a "new normal";
- Establishment of policies, reconciliation of multiple facilities, financial books duplicated contracts, and putting new service models in place are all examples of decisions that must be undertaken by the new board and staff.

Stakeholders such as system trustees, system staff, member libraries, or county supervisors can sometimes become concerned due to the fact that a newly-constituted system board is not legally bound by the decisions of the pre-consolidation system boards. Related to this, uncertainty can be avoided through development of a thorough roadmap based on the recommendations of stakeholders - especially member libraries.

What Happens if a System Consolidation Doesn't Work?
There are a number of statutory processes that could be invoked, including:
- A county may withdraw from a library system after three years of affiliation;
- A municipality may withdraw from a library system;
- A public library system may expel a library or county that fails to meet statutory requirements;
- DPI may reduce state aid to a public library system that fails to meet statutory requirements.

Staff	FTE	hrs/wk	Hour - 2020 (1% 2021)	Hour - 2022 0% (0% 2022)	Total	Retirement 6.55%	Heath + Dental	FICA 7.65%	Life Insurance 7.65%	Total Salaries & Fringes	Total Salaries fringes
Director	1	40	$ 31.69	$ 31.69	$65,915.20	$4,317.45	$16,939.00	$5,043	$60	$92,274.16	$26,358.96
ILS Admin	0	0	$ 27.12	$ 27.12	$0.00	$0.00	$0.00	$0		$0.00	$0.00
PIC	1	40	$ 23.67	23.67	$49,233.60	$3,224.80	$16,939.00	$3,766	$60	$73,223.77	$23,990.17
Office/ILL	0.9	36	$ 21.74	21.74	$40,697.28	$2,665.67	$15,247.00	$3,113	$60	$61,783.29	$21,086.01
GO-D	0	0	$ 15.66	$ 15.66	$0.00	$0.00		$0		$0.00	$0.00
D1 MW	0.3	12	$ 14.07	14.07	$8,779.68	$575.07		$672		$10,026.39	$1,246.71
D2 SF	0.3	12	$ 13.13	13.13	$8,193.12	$536.65		$627		$9,356.54	$1,163.42
D3 RO	0.375	15	$ 14.30	14.30	$11,154.00	$730.59	$0.00	$853		$12,737.87	$1,583.87
Trainer	0	0	24.83	$ 24.83	$0.00	$0.00		$0		$0.00	$0.00
Total FTE's	3.875				$183,972.88	$12,050.22	$49,125.00	$14,073.93	$180.00	$259,402.03	$75,429.15
										$124.71 per hour	
						$16466 per FTE-Health					
						$473 per FTE-Dental					

2022 salaries 1% FA

			1% 2021	1% 2022					7.65% Life Insurance	Total Salaries	
FTE's							6.55%		7.65%	Total Salaries	
Staff	FTE	hrs/wk	Hour - 2020	Hour - 2022 1%	Total	Retirement	Heath + Dental	FICA	Life Insurance	& Fringes	fringes
Director	1	40	$ 31.69	$ 32.01	$66,574.35	$4,360.62	$16,939.00	$5,093	$60	$93,026.91	$26,452.56
ILS Admin	0	0	$ 27.12	$ 27.12	$0.00	$0.00	$0.00	$0		$0.00	$0.00
PIC	1	40	$ 23.67	$ 23.91	$49,725.94	$3,257.05	$16,939.00	$3,804	$60	$73,786.02	$24,060.08
Office/ILL	0.9	36	$ 21.74	$ 21.96	$41,104.25	$2,692.33	$15,247.00	$3,144	$60	$62,248.06	$21,143.80
GO-D	0	0	$ 15.66	$ 15.66	$0.00			$0		$0.00	$0.00
D1 MW	0.3	12	$ 14.07	14.21	$8,867.48	$580.82		$678		$10,126.66	$1,259.18
D2 SF	0.3	12	$ 13.13	13.26	$8,275.05	$542.02		$633		$9,450.11	$1,175.06
D3 RO	0.375	15	$ 14.30	14.44	$11,265.54	$737.89	$0.00	$862		$12,865.25	$1,599.71
Trainer	0	0	24.83	$ 24.83	$0.00	$0.00		$0		$0.00	$0.00
Total FTE's	3.875				$185,812.61	$12,170.73	$49,125.00	$14,214.66	$180.00	$261,503.00	$75,690.39
										$125.72	per hour
							$16466 per FTE-Health				
							$473 per FTE-Dental				

2022 salaries 2% FA

			1% 2021	2% 2022					7.65% Life Insurance	Total Salaries	
FTE's							6.55%		7.65%	Total Salaries	
Staff	FTE	hrs/wk	Hour - 2020	Hour - 2022 2%	Total	Retirement	Heath + Dental	FICA	Life Insurance	& Fringes	fringes
Director	1	40	$ 31.69	$ 32.32	$67,233.50	$4,403.79	$16,939.00	$5,143	$60	$93,779.66	$26,546.16
ILS Admin	**0**	**0**	**$ 27.12**	**$ 27.12**	**$0.00**	**$0.00**	**$0.00**	**$0**		**$0.00**	**$0.00**
PIC	1	40	$ 23.67	$ 24.14	$50,218.27	$3,289.30	$16,939.00	$3,842	$60	$74,348.27	$24,129.99
Office/ILL	0.9	36	$ 21.74	$ 22.17	$41,511.23	$2,718.99	$15,247.00	$3,176	$60	$62,712.82	$21,201.59
GO-D	**0**	**0**	**$ 15.66**	**$ 15.66**	**$0.00**			**$0**		**$0.00**	**$0.00**
D1 MW	0.3	12	$ 14.07	$ 14.35	$8,955.27	$586.57		$685		$10,226.92	$1,271.65
D2 SF	0.3	12	$ 13.13	$ 13.39	$8,356.98	$547.38		$639		$9,543.67	$1,186.69
D3 RO	0.375	15	$ 14.30	$ 14.59	$11,377.08	$745.20	$0.00	$870		$12,992.63	$1,615.55
Trainer	**0**	**0**	**24.83**	**$ 24.83**	**$0.00**	**$0.00**		**$0**		**$0.00**	**$0.00**
Total	3.875										
FTE's					$187,652.34	$12,291.23	$49,125.00	$14,355.40	$180.00	$263,603.97	$75,951.63
									$126.73	per hour	
						$16466 per FTE-Health					
						$473 per FTE-Dental					

Staff	FTE	hrs/wk	Hour - 2020 (1% 2021)	Hour - 2022 3% (3% 2022)	Total	Retirement (6.55%)	Heath + Dental	FICA (7.65%)	Life Insurance (7.65%)	Total Salaries & Fringes	Total Salaries fringes
Director	1	40	$ 31.69	$ 32.64	$67,892.66	$4,446.97	$16,939.00	$5,194	$60	$94,532.41	$26,639.76
ILS Admin	0	0	$ 27.12	$ 27.12	$0.00	$0.00	$0.00	$0		$0.00	$0.00
PIC	1	40	$ 23.67	$ 24.38	$50,710.61	$3,321.54	$16,939.00	$3,879	$60	$74,910.51	$24,199.91
Office/ILL	0.9	36	$ 21.74	$ 22.39	$41,918.20	$2,745.64	$15,247.00	$3,207	$60	$63,177.58	$21,259.38
GO-D	0	0	$ 15.66	$ 15.66	$0.00			$0		$0.00	$0.00
D1 MW	0.3	12	$ 14.07	$ 14.49	$9,043.07	$592.32		$692		$10,327.19	$1,284.12
D2 SF	0.3	12	$ 13.13	$ 13.52	$8,438.91	$552.75		$646		$9,637.24	$1,198.33
D3 RO	0.375	15	$ 14.30	$ 14.73	$11,488.62	$752.50	$0.00	$879		$13,120.00	$1,631.38
Trainer	0	0	24.83	$ 24.83	$0.00	$0.00		$0		$0.00	$0.00
Total FTE's	3.875				$189,492.07	$12,411.73	$49,125.00	$14,496.14	$180.00	$265,704.94	$76,212.87

$127.74 per hour

$16466 per FTE-Health
$473 per FTE-Dental

2022 Wage increase percentage totals

	Wages	Increase over 0%
0%	$ 183,973	$ -
1%	$ 185,813	$ 1,840
2%	$ 187,652	$ 3,679
3%	$ 189,492	$ 5,519

Transmitted via email

Mr. Adam Dinnes, President
Arrowhead Library System Board of Trustees
430 E. High Street, Suite 200
Milton, WI, 53563

-and-

Ms. Laurie Kant-Hull, President
Lakeshores Library System Board of Trustees
29134 Evergreen Drive, Suite 600
Waterford, WI, 53185

Dear Ms. Kant-Hull and Mr. Dinnes,

We write jointly to inform you that the library director's committees of Lakeshores Library System (LLS) and Arrowhead Library System (ALS) have both voted in support of exploring a merger of the two library systems. These respective votes of support follow years of deepening collaboration between the two library systems, to a point where many of the services we offer are now deeply intertwined. It is our belief that it is a logical next step to consider a merger between the two systems. Based on our shared perception and feedback from member libraries of both systems, the formation of a three-county federated public library system could enhance the framework of support services available to public libraries in the region in a number of ways, including:

- Increasing the amount of system funding that directly supports current service programs to member libraries (and, thus, the residents of all three counties);
- Introducing new service programs to address previously unmet needs;
- Combining two system staffs with complementary skill sets;
- Reducing overhead costs through a gradual reconstruction of system assets;
- Enhancement of county-level intergovernmental cooperation and expanding county partnerships in areas such as workforce development;
- Addressing recommendation #3 of the Public Library System Redesign Project;
- Providing a blueprint for other regional public library systems to follow in undertaking other voluntary regional consolidation efforts.

<u>To this end, we wish to make several recommendations to the boards of trustees of ALS and LLS:</u>

1. **Joint Exploration Committee.** We recommend that two trustees from each system board, and up to two library directors from each system be appointed to form a joint exploration committee.

2. **Charge of the Exploration Committee.** We suggest that this committee be given two primary responsibilities.

    a. The first responsibility we envision is the creation of a roadmap for merging the systems. This roadmap could be developed with the assistance of a third party, and we recommend the WiLS agency for this work.
    b. The second responsibility we envision is for the exploration committee to provide an ultimate recommendation to both system boards as to whether the systems should complete the process of merging over 2022, and "going live" with a merged system on January 1, 2023.

3. **Implementation Committee.** Should the two system boards approve a merger based on the recommendations of the exploration committee, the group could then be transitioned to an *implementation* committee tasked with developing a communication plan, crafting policy recommendations, and creating other preparatory documentation in advance of a new system "going live".

Utilizing an implementation committee to develop a set of recommended policies available to a new board of trustees would streamline the process of starting up a new system because the new board would not necessarily need to start from scratch. Rather, the new board would have a "toolbox" of policy recommendations that could be rapidly adopted. Any new system board would have no obligation to accept policy recommendations developed prior to the merger, however would be highly incentivized to take advantage of work done in good faith to prepare for the new system.

In closing, we look forward to working with you jointly on this project. It is our belief that no two systems in Wisconsin are better poised to embark on this journey then ALS and LLS. We see clear benefits for each stakeholder group (county residents, member libraries, and county governments), and we believe the member libraries share this view.

As various discussions about this project unfold at the system board level, we look forward to working with you to answer your questions, amplify your comments, and explore your concerns. Please let us know how best we can continue to be at your service.

Sincerely,

[Cordially Signed]

Steven Platteter and Steve Ohs, Directors
Arrowhead Library System and Lakeshores Library System

CC -   Robert N. Miller, Supervisor
       Racine County

       Mark Luberda, Administrator
       Walworth County

       Richard Bostwick, Chair
       Rock County Board of Supervisors

       Ben Miller, Director, Library Services Team
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