



City of Fort Atkinson  
Dwight Foster Public Library  
209 Merchants Avenue  
Fort Atkinson, WI 53538

**LIBRARY BOARD MEETING  
IN PERSON AND VIA ZOOM  
MONDAY, SEPTEMBER 8, 2025 – 9:30 AM  
ROTARY ROOM (2ND FLOOR OF LIBRARY)**

<https://us02web.zoom.us/j/85079409884?pwd=bEl6SnRHcGhNeVVTSp5S0loa1lJdz09>

Meeting ID: 850 7940 9884

Passcode: J3dEeSUL

Dial by Location  
+1 312 626 6799

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

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**AGENDA**

- 1. Call meeting to order**
- 2. Roll call**
- 3. Approval of Minutes**
  - a. Review and possible action relating to the minutes of the August 11 regular meeting
- 4. Financial Report**
  - a. Discussion relating to the September financial report of the library (Lippert)
- 5. Approval of Bills**
  - a. Review and possible action relating to the library's bills (Lippert)
- 6. Public Input**
- 7. Reports**
  - a. Director's Report
  - b. Friends of the Library Liaison Report

## 8. Unfinished Business

- a. Review progress relating to the Beautification Council's library bike rack replacement project (Lippert)

## 9. New Business

- a. Discuss 2025 Summer Reading Program report (Lippert)
- b. Review and possible action relating to the 2026 library operating budget (Lippert)
- c. Review and possible action relating to 2026-2031 Capital Improvement Project plans and commitment to reimburse 2026 CIP items with funds from the library's trust (Lippert)
- d. Review and possible action relating to a potential native plant garden donation on the library's north lawn (Lippert)

## 10. Miscellaneous

- a. Trustee Training: Discussion relating to Trustee Essentials Chapter 11 "Planning for the Library's Future" (Lippert)  
<https://vimeo.com/showcase/11330550/video/1000947380>

## 11. Adjournment

### *Library Board Meeting Dates*

- *Monday, January 13, 2025 at 9:30 a.m.*
- *Monday, February 10, 2025 at 9:30 a.m.*
- *Monday, March 10, 2025 at 9:30 a.m.*
- *Monday, April 14, 2025 at 9:30 a.m.*
- *Monday, May 12, 2025 at 9:30 a.m.*
- *Monday, June 9, 2025 at 9:30 a.m.*
- *Monday, August 11, 2025 at 9:30 a.m.*
- *Monday, September 8, 2025 at 9:30 a.m.*
- *Monday, October 13, 2025 at 9:30 a.m.*
- *Monday, November 10, 2025 at 9:30 a.m.*
- *Monday, December 8, 2025 at 9:30 a.m.*

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**Library Board Minutes  
Monday August 11, 2025**

**Call Meeting to Order**

Julie called to order at 9:33

**Roll Call**

Absent -Rob Abbott, Leslie LaMuro, Lori Compas

Present- Sarah Dorfman, Rebecca Houseman, Kyle Jacobsen, Davin Lescohier, Sara Podoll, Duane Scott, Sara Scullin, Minetta Lippert, Julie Oliver, Laura Becker

**Bruce waller- key points**

- 9% return - 78,000 up - good year
- Since inception up 6.2 %
- Market could have corrections still this year
- Upcoming donation expected at end of month of approx 95,000
- Reviewed guidelines given by library board finance committee

**Approval of minutes -**

1st Podoll 2nd Dorfman - unanimous approval

**Financial report discussion** -highlight need for new phone lines in future

**Approval of bills -**

1st - Davin Lescohier, 2nd Duane Scott -unanimous approval

**Reports-**

**Directors report - highlights**

- Trustee training week coming up
- Long time full time staff member leaving, in addition to a couple part time team members. Lots of interviewing
- recent all staff training day was well used
- public reserve a room feature launched on website - in person and phone still available. Funded by bridges this year and next
- puzzles now catalogued and available for circulation - 8 week check out with 3 renewals. Puzzle collection grows by donation

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**Friends of the library**

- Annual meeting upcoming 6pm Sept 11, local author will be speaking

-

**Unfinished business**

- bike rack progress - time line slowed down. More updates coming in future

**New business**

- EJ beneficiary account
  - A temporary account will be created for funds
    - options include going into existing trust or check being written to city
  - Motion to put funds into existing EJ funds account - 1st - Davin Lescohier, 2nd- Laura Becker- unanimous approval

- Library Assistant position description updated
  - move to approve description- 1st Duane, 2nd - Davin - unanimous approval
- Hoopla platform
  - APL library directors have agreed to drop Hoopla beginning fall 2025 due to cost. Our contract ends Dec 11, 2025. Lippert recommends dropping on this date.
  - move to drop Hoopla - 1st Podoll, 2nd- Davin Lescohier - unanimous approval
- rooftop condenser
  - Damage to AC unit - could be repaired or replaced. Lippert recommends replacement based on costs to repair and new coolant regulations. Recommends Total Mechanical based on multiple bids collected and presented using trust funds
  - move to move forward to replace with Total Mechanical based on quote using Trust funds - 1st - Lescohier, 2nd Dorfman - unanimous approval
- maintenance agreement
  - Lippert recommends implementing a preventative maintenance plan to maintain HVAC equipment to help prolong the life of equipment and possibly help predict and plan for replacement in future. Recommends using Ahern based on quotes provided
  - Move to use Ahern to provide preventive maintenance on HVAC equip moving forward - 1st Podoll 2nd Laura Becker - unanimous approval
- 2025 CIP furniture project
  - Worn furniture - multiple quotes provided. Lippert recommends working with CJ Associates due to ability to reupholster some to allow funds to go farther. Recommends waiting on previously discussed plan to replace flooring in 2025 to allow budget to go farther toward furniture.
  - Move to approve furniture replacement project with CJ & Associates according to estimate using trust funds -1st Lescohier, 2nd Dorfman - unanimous approval

**Misc**

N/A

**Adjournment/**

1st Podoll- 2nd-Duane - unanimous



## September 2025 Financial Report

Expense Fund Accounts	Description	City Budget	Spent	\$ left in budget	Expected costs	Expected revenue	Projected left in budget
15-55-5511-0100	<a href="#">Salaries - Regular (FT)</a>	\$360,000.00	\$229,532.90	\$130,467.10			\$130,467.10
15-55-5511-0200	<a href="#">Salaries - Part Time</a>	\$130,000.00	\$84,332.18	\$45,667.82			\$45,667.82
15-55-5511-0300	<a href="#">Salaries - Janitor</a>	\$23,000.00	\$14,510.91	\$8,489.09			\$8,489.09
15-55-5511-2500	<a href="#">Benefits</a>	\$204,000.00	\$121,379.50	\$82,620.50			\$82,620.50
	<b>Total Salaries and Benefits</b>	<b>\$717,000.00</b>	<b>\$449,755.49</b>	<b>\$267,244.51</b>			
15-55-5511-0600	<a href="#">Supplies</a>	\$20,000.00	\$15,297.40	\$4,702.60		\$4,905.00	\$9,607.60
15-55-5511-0700	<a href="#">Postage (Acct 38806)</a>	\$800.00	\$1,000.10	-\$200.10			-\$200.10
15-55-5511-0800	<a href="#">Insurance</a>	\$6,500.00	\$7,028.74	-\$528.74			-\$528.74
15-55-5511-0900	<a href="#">Telephone</a>	\$400.00	\$577.31	-\$177.31			-\$177.31
15-55-5511-1000	<a href="#">Electricity and Water</a>	\$39,000.00	\$23,037.06	\$15,962.94			\$15,962.94
15-55-5511-1100	<a href="#">Natural Gas</a>	\$14,000.00	\$4,965.26	\$9,034.74			\$9,034.74
15-55-5511-1200	<a href="#">Maint. &amp; Repair</a>	\$26,000.00	\$22,544.08	\$3,455.92			\$3,455.92
15-55-5511-1300	<a href="#">Books</a>	\$66,700.00	\$39,373.50	\$27,326.50			\$27,326.50
15-55-5511-1400	<a href="#">Other</a>	\$800.00	\$461.32	\$338.68			\$338.68
15-55-5511-1500	<a href="#">Periodicals</a>	\$4,800.00	\$1,651.19	\$3,148.81			\$3,148.81
15-55-5511-1600	<a href="#">A.V.</a>	\$26,000.00	\$14,596.82	\$11,403.18			\$11,403.18
15-55-5511-1700	<a href="#">Summer Reading Program</a>	\$3,750.00	\$5,440.03	-\$1,690.03		\$2,525.00	\$834.97
15-55-5511-1800	<a href="#">Continuing Ed &amp; Travel</a>	\$2,000.00	\$1,632.54	\$367.46			\$367.46
15-55-5511-1900	<a href="#">Information Sources/Services</a>	\$54,000.00	\$50,404.11	\$3,595.89			\$3,595.89
15-55-5511-2000	<a href="#">Programming</a>	\$8,000.00	\$6,914.11	\$1,085.89			\$1,085.89
	<b>Total Operations/Services</b>	<b>\$272,750.00</b>	<b>\$194,923.57</b>	<b>\$77,826.43</b>			
	<b>Total Operating Budget</b>	<b>\$989,750.00</b>	<b>\$644,679.06</b>	<b>\$345,070.94</b>			
15-60-0065-1100	<a href="#">CIP Furniture Replacement</a>	\$7,000.00	\$0.00	\$7,000.00			\$7,000.00
15-60-0065-1105	<a href="#">CIP Server replacement</a>	\$14,000.00	\$0.00	\$14,000.00			\$14,000.00
15-60-0065-1103	<a href="#">CIP Computers</a>	\$5,000.00	\$2,423.32	\$2,576.68			\$2,576.68
15-60-0065-1104	<a href="#">CIP Carpet/Flooring</a>	\$4,000.00	\$0.00	\$4,000.00			\$4,000.00
	Emergency HVAC Repair	\$0.00	\$0.00	\$0.00			\$0.00
	<b>Grand Totals:</b>	<b>\$1,019,750.00</b>	<b>\$647,102.38</b>	<b>\$372,647.62</b>			

Revenue Fund Accounts	Description	Budget	Revenue:
15-44-0044-6000	LIBRARY-ADJ COUNTY FUNDING (R)	\$19,344.73	\$19,344.56
15-44-0044-6120	Jeff. Co. Aid	\$298,147.00	\$298,147.00
15-44-0044-6100	LIBRARY-Copy, Scan, Fax, Print	\$7,000.00	\$5,051.41
15-44-0044-6110	LIBRARY-Fines	\$1,200.00	\$1,185.75
15-47-0047-1100	<a href="#">Donations (City)</a>	\$8,000.00	\$24,175.93
15-42-0042-1000	State/Fed Misc Revenue	\$0.00	\$106.75
15-44-0044-6135	Trust Contributions (CIP)	\$30,000.00	\$0.00
15-44-0044-6135	Trust Contributions (Additional Requests)	\$87,550.00	\$0.00
15-41-0041-1100	General Property Taxes	\$624,000.00	\$624,000.00
15-48-0048-1200	Insurance Recoveries	\$0.00	\$0.00
15-49-0049-9999	Fund Balance Applied	\$32,058.27	\$0.00
		<b>\$1,107,300.00</b>	<b>\$972,011.40</b>
	Donations (Edward Jones)	\$0.00	\$1,750.00

**Current Funds**

Community Foundation balance:	Edward Jones trust balance:	Fund Balance (12/31/2024)
\$74,308.09	\$959,104.89	\$81,695.00

**Signatures of Approval:**

Library Director	Board of Trustees

Invoice Number	Description	Total Cost	GL Account and Title
<b>AMAZON CAPITAL SERVICES</b>			
11R7-W7H7-N9YW	1AVERY PRINTABLE SHIPPING LABELS WITH SURE FEED, 2" X 4"CUSTOMIZABLE STICKERS, WHITE, 250 BLANK MAILING LABELS, GREAT FORMAILING, SHIPPING, AND MORE (5263)	11.99	15-55-5511-0600 LIBRARY-Supplies
134H-GPQL-G1M1	ACTIVITY BOOKS, PENCILS, FRUIT SNACKS	58.97	15-55-5511-1700 LIBRARY-Summer Reading Progra
13LG-GKQF-VNGF	1THEO OF GOLDEN	19.79	15-55-5511-1300 LIBRARY-Books
14CD-9RFX-DJDR	BOOKS	61.24	15-55-5511-1300 LIBRARY-Books
14WK-Y7TQ-QC4D	1SEÑORITA MARIPOSA (BILINGUAL ENGLISH-SPANISH EDITION)ASIN: 1524740705SOLD BY: AMAZON.COM SERVICES, INCORDER # 114-8529057-0957812	23.26	15-55-5511-2000 LIBRARY-Programming
16VY-QNHH-TPD1	I WHO HAVE NEVER KNOWN MENASIN: 1945492600SOLD BY: AMAZON.COM SERVICES, INCORDER #112-5453778-8645010	14.95	15-55-5511-1300 LIBRARY-Books
16VY-QNHH-TPD1	HOUSE OF FLAME AND SHADOW (CRESCENT CITY, 3) ASIN: 1639736050SOLD BY: AMAZON.COM SERVICES, INCORDER #112-5453778-8645010	14.98	15-55-5511-1300 LIBRARY-Books
17W3-L4VG-Y6NF	BOOKS	28.47	15-55-5511-1300 LIBRARY-Books
17XJ-J3QF-DQXM	BOOKS	95.69	15-55-5511-1300 LIBRARY-Books
19MQ-LX6P-6Q7N	1ASTROBRIGHTS MEGA COLLECTION COLORED PAPER, 8 1/2 X 11, 24 LB/89GSM, BRIGHT PURPLE, 625 CT. (91675) "AMAZON EXCLUSIVE" - MORESHEETS!	18.49	15-55-5511-0600 LIBRARY-Supplies
1DDW-4GD3-CGFL	TRAVEL CASE COMPATIBLE WITH YOTO MINI, PROTECTIVE HARD CASECARRIER COMPATIBLE WITH MINI PLAYER 2024, KIDS AUDIO CARD PORTFOLIOCASE DESIGNED TO CHILDREN'S SPEAKER PLAYS AUDIOBOOK CARDS (ORANGE)	11.69	15-55-5511-1600 LIBRARY-A.V.
1DX3-MVP6-VVGY	1 THE WILL OF THE MANY (1) (HIERARCHY)ASIN: 1982141182SOLD BY: AMAZON.COM SERVICES, INCORDER # 113-7577347-7917027	15.48	15-55-5511-1300 LIBRARY-Books
1F4G-J4YM-CM1K	AMAZON BASICS FACIAL TISSUE WITH LOTION, 2-PLY, 1350 COUNT (18PACKS OF 75), (PACKAGING MAY VARY)	19.66	15-55-5511-0600 LIBRARY-Supplies
1F4G-J4YM-CM1K	3 AMAZON BASICS FACIAL		

Invoice Number	Description	Total Cost	GL Account and Title
	TISSUE, 2-PLY, 2880 COUNT (18 PACKS OF 160), (PACKAGING MAY VARY)	22.47	15-55-5511-0600 LIBRARY-Supplies
1F4G-J4YM-CM1K	AMAZON BASICS RECLOSABLE GALLON FOOD STORAGE BAGS, BPA FREE, 120 COUNT	11.38	15-55-5511-0600 LIBRARY-Supplies
1FKM-KCL6-9GWX	1SCOTCH THERMAL LAMINATING POUCHES, 200 COUNT, CLEAR, 3 MIL., IDEAL OFFICE OR SCHOOL SUPPLIES, FITS LETTER SIZED PAPER (8.9 IN. X 11.4 IN.)	21.74	15-55-5511-0600 LIBRARY-Supplies
1FLL-T3RL-FK9P	BOOKS	30.28	15-55-5511-1300 LIBRARY-Books
1FR9-K9T1-TX6C	BOOKS	82.93	15-55-5511-1300 LIBRARY-Books
1HDQ-Y7VN-G9PK	BOOKS	67.31	15-55-5511-1300 LIBRARY-Books
1JQV-D9GL-3TQV	1IMPACT 9336 ENCORE BULK FOAM SOAP DISPENSER, 30 OZ, 4.5-INCH X 4-INCH X 6.25- INCH, GRAY/CLEAR	46.48	15-55-5511-0600 LIBRARY-Supplies
1KL6-6C9T-XQKX	1SCOTCH TL901X THERMAL LAMINATOR, 1 LAMINATING MACHINE, GRAY, LAMINATE SCHOOL ASSIGNMENTS AND DOCUMENTS, FOR DORM ROOM OR SCHOOL SUPPLIES, 9 IN.	44.45	15-55-5511-0600 LIBRARY-Supplies
1N1P-PHMC-6G6M	MUDPUPPY I READ BANNED BOOKS - 500 PIECE FAMILY PUZZLE, 6 PUZZLES	89.52	15-55-5511-2000 LIBRARY-Programming
1NXW-1VLF-XW7C	SWIFFER DUSTERS REFILL FOR CLEANING, FEATHER & MICROFIBER DUSTER DISPOSABLE ALTERNATIVE, FOR DUSTING FURNITURE, BLINDS, CEILING FANS, WALLS, HELPS REMOVE ALLERGENS, HEAVY DUTY, UNSCENTED, 11CT	20.28	15-55-5511-0600 LIBRARY-Supplies
1P6J-GPQC-V14N	1HAMMERMILL PRINTER PAPER, 20 LB COPY PAPER, 8.5 X 14 - 1 REAM (500 SHEETS) - 92 BRIGHT, MADE IN THE USA, 105015R	13.39	15-55-5511-0600 LIBRARY-Supplies
1RJ4-4FTD-319F	TIDE STAIN REMOVER FOR CLOTHES, TIDE TO GO PEN, INSTANT STAIN REMOVER & SPOT CLEANER, PORTABLE & TRAVEL-FRIENDLY, WORKS ON FOOD & DRINK STAINS, FITS IN PURSES & BAGS, 3 COUNT (PACK OF 1)	5.59	15-55-5511-0600 LIBRARY-Supplies
1RP9-1RJD-1RPM 1VJ3-YXTW-6MTG	BOARD GAMES 1200 PCS WHITE PAPER CROWNS DIY BIRTHDAY PARTY CROWNS FOR KIDS, BIRTHDAY PARTY HATS DECORATIONS BABY	40.39	15-55-5511-1400 LIBRARY-Other

Invoice Number	Description	Total Cost	GL Account and Title
	SHOWER PARTY SUPPLIES (CLASSIC STYLE)	32.99	15-55-5511-2000 LIBRARY-Programming
1VPN-WV96-6D4D	1 SOPHIA'S 18" GLITTERY HOT PINK DOLL HAIRBRUSH, IDEAL FOR WIG-LIKE HAIR	18.10	15-55-5511-0600 LIBRARY-Supplies
1WHM-TP4X-F34J	TELL ME AN ENDING: A NOVELASIN: 1982164336 SOLD BY: AMAZON.COM SERVICES, INCORDER # 113-8342643-4413056	17.66	15-55-5511-1300 LIBRARY-Books
1WHM-TP4X-F34J	PLAINSONGASIN: 0375705856 SOLD BY: AMAZON.COM SERVICES, INCORDER # 113-8342643-4413056	9.94	15-55-5511-1300 LIBRARY-Books
1WVY-MFPK-YK3K	BOOKS	25.39	15-55-5511-1300 LIBRARY-Books
1WXH-QJRG-6J46	ORIGHTY NON-SCRATCH CELLULOSE SCRUB SPONGES 24 PACK, KITCHEN SPONGES FOR KITCHEN, BATHROOM, AND HOUSEHOLD, DUAL SIDE SPONGE FOR DISHES, NON-SCRATCH SPONGE SAFE ON NON-STICK COOKWARE, CARAND MORE	8.54	15-55-5511-0600 LIBRARY-Supplies
1Y1F-LPQ1-4J3R	14000 SHEETS INDEX TABS - 0.6 X 2 IN PAGE MARKERS, SMALL SELF-STICK NOTE PADS, BRIGHT COLORS PAGE FLAGS STICKY INDEX TABS, 40 PACK STICKY NOTES FOR OFFICE, HOME & SCHOOL (8 COLOURS)	9.49	15-55-5511-0600 LIBRARY-Supplies
Total AMAZON CAPITAL SERVICES:		1,012.98	
<b>AT &amp; T</b>			
7-28-25	SERVICE	69.36	15-55-5511-0900 LIBRARY-Telephone
7-28-25	SERVICE	69.36	15-55-5511-0900 LIBRARY-Telephone
Total AT & T:		138.72	
<b>BRODART CO</b>			
July 2025	AV	302.83	15-55-5511-1600 LIBRARY-A.V.
July 2025	BOOKS	3,623.84	15-55-5511-1300 LIBRARY-Books
Total BRODART CO:		3,926.67	
<b>CENTER POINT LARGE PRINT</b>			
2187531	13 LARGE PRINT BOOKS	323.61	15-55-5511-1300 LIBRARY-Books
Total CENTER POINT LARGE PRINT:		323.61	
<b>CENTURYLINK</b>			
748280810	STATE PROGRAM LONG DISTANCE SERVICE #8	5.74	15-55-5511-0900 LIBRARY-Telephone

Invoice Number	Description	Total Cost	GL Account and Title
Total CENTURYLINK:		5.74	
<b>CHARTER COMMUNICATIONS</b>			
170837201082125	#9 LIBRARY	190.56	15-55-5511-1900 LIBRARY-Information Sourc/Serv
Total CHARTER COMMUNICATIONS:		190.56	
<b>DEMCO INC</b>			
7678811	4 BOXES OF LABEL PROTECTORS, 1 ROLL OF FILMOLUX LAMINATE	123.76	15-55-5511-0600 LIBRARY-Supplies
Total DEMCO INC:		123.76	
<b>DWIGHT FOSTER PUBLIC LIBRARY</b>			
July 2025 Petty Cas	USPS: 2 ROLLS OF STAMPS, 8 PACKAGES FOR ILL, 1 INTERNATIONAL LETTER	188.00	15-55-5511-0700 LIBRARY-Postage
Total DWIGHT FOSTER PUBLIC LIBRARY:		188.00	
<b>FORT ATKINSON GLASS/MIRROR INC</b>			
263354	REPAIRED INTERIOR DOORS THAT WERE RUBBING	180.00	15-55-5511-1200 LIBRARY-Maint. & Repairs
Total FORT ATKINSON GLASS/MIRROR INC:		180.00	
<b>G.F.C. LEASING</b>			
1036657	#8 FOR 2025	528.92	15-55-5511-1900 LIBRARY-Information Sourc/Serv
1044971	#9 FOR 2025	528.92	15-55-5511-1900 LIBRARY-Information Sourc/Serv
15259939	IMAGES OVER QUOTA	191.55	15-55-5511-1900 LIBRARY-Information Sourc/Serv
Total G.F.C. LEASING:		1,249.39	
<b>GALE/CENGAGE LEARNING</b>			
999100648482	1 LARGE PRINT BOOK	28.79	15-55-5511-1300 LIBRARY-Books
999100723328	1 LARGE PRINT BOOK	23.99	15-55-5511-1300 LIBRARY-Books
999100777725	2 LARGE PRINT BOOKS	65.58	15-55-5511-1300 LIBRARY-Books
Total GALE/CENGAGE LEARNING:		118.36	
<b>GREY HOUSE PUBLISHING</b>			
991010	2 NONFICITON BOOKS	349.50	15-55-5511-1300 LIBRARY-Books
Total GREY HOUSE PUBLISHING:		349.50	
<b>HOOPLA OR MIDWEST TAPE LLC</b>			
507536849	DIGITAL AUDIOBOOKS, EBOOKS, COMCS, MOVIES AND MUSIC	958.64	15-55-5511-1600 LIBRARY-A.V.
Total HOOPLA OR MIDWEST TAPE LLC:		958.64	

Invoice Number	Description	Total Cost	GL Account and Title
<b>IGNATEK LLC</b>			
22723	MONTHLY BILLING FOR TECH SERVICES	827.16	15-55-5511-1900 LIBRARY-Information Sourc/Serv
Total IGNATEK LLC:		827.16	
<b>J.F. AHERN CO INC</b>			
753571	HVAC CONDENSER REPAIR	2,300.00	15-55-5511-1200 LIBRARY-Maint. & Repairs
Total J.F. AHERN CO INC:		2,300.00	
<b>JIM'S JANITORIAL SERVICE LLC</b>			
15601	GENERAL CLEANING 7/21/2025-8/1/2025	850.00	15-55-5511-0300 LIBRARY-Salaries Janitor
15603	GENERAL CLEANING 8/04/2025-8/15/2025	850.00	15-55-5511-0300 LIBRARY-Salaries Janitor
Total JIM'S JANITORIAL SERVICE LLC:		1,700.00	
<b>MIDWEST TAPE</b>			
507518945	1 CD, 3 AUDIOBOOKS, 1 BLURAY, 4 DVDS	267.16	15-55-5511-1600 LIBRARY-A.V.
507550547	1 PLAYAWAY, 1 DVD	101.38	15-55-5511-1600 LIBRARY-A.V.
507550548	1 DVD	23.24	15-55-5511-1600 LIBRARY-A.V.
507584001	2 DVDS	59.23	15-55-5511-1600 LIBRARY-A.V.
507616128	1 CD, 5 DVDS	123.69	15-55-5511-1600 LIBRARY-A.V.
507616290	1 DVD	26.99	15-55-5511-1600 LIBRARY-A.V.
Total MIDWEST TAPE:		601.69	
<b>MR PLUMBER</b>			
80425-10	FIXED LEAKING TOILET, REPLACED VACUUM BREAKER ASSEMBLY AND STOP O-RING	160.80	15-55-5511-1200 LIBRARY-Maint. & Repairs
Total MR PLUMBER:		160.80	
<b>NATIONAL ELEVATOR INSPECTION</b>			
25018786	ROUTINE ELEVATOR INSPECTION 7/30/2025	93.02	15-55-5511-1200 LIBRARY-Maint. & Repairs
Total NATIONAL ELEVATOR INSPECTION:		93.02	
<b>PACKERLAND RENT-A-MAT INC</b>			
3236727	MONTHLY MAT SERVICE	45.74	15-55-5511-1200 LIBRARY-Maint. & Repairs
Total PACKERLAND RENT-A-MAT INC:		45.74	
<b>ROCKET INDUSTRIAL INC</b>			
IN00540438	3 CASES TOILET PAPER, 10 CASES PAPER TOWELS, 3 CASES CAN LINERS	569.90	15-55-5511-0600 LIBRARY-Supplies

Invoice Number	Description	Total Cost	GL Account and Title
Total ROCKET INDUSTRIAL INC:		569.90	
<b>SERVICE SPRINKLER LLC</b>			
7875	2ND QUARTERLY INSPECTION	95.00	15-55-5511-1200 LIBRARY-Maint. & Repairs
Total SERVICE SPRINKLER LLC:		95.00	
<b>SHELBY SCHOENHERR</b>			
7-29-25	SERIALS MEETING MILEAGE REIMBURSEMENT	65.10	15-55-5511-1800 LIBRARY-Continuing Ed & Travel
Total SHELBY SCHOENHERR:		65.10	
<b>WATER DEPARTMENT</b>			
8-31-25	WATER	551.70	15-55-5511-1000 LIBRARY-Electricity and Water
Total WATER DEPARTMENT:		551.70	
<b>WE ENERGIES</b>			
8-22-25	#7 ELECTRIC	3,659.25	15-55-5511-1000 LIBRARY-Electricity and Water
8-22-25	#7 GAS	223.11	15-55-5511-1100 LIBRARY-Natural Gas
Total WE ENERGIES:		3,882.36	
Grand Totals:		19,658.40	

## Library Director's Report September 2025

\*Bridges' Trustee appreciation event will be on Tuesday, September 30 from 6-8 p.m. at the Johnson Creek Community Center. Trustees should have received an invitation by email.

### Staff

- Molley Sawyer started her new role as the library's full-time cataloger on September 2. Molley was formerly a part-time desk assistant at the Dwight Foster Public Library as well as the school library aide at Barrie Elementary. Molley also has experience in graphic design. Molley has fully jumped into learning cataloging and is off to a great start.
- Marlene Gerstner and Wendy Wagner joined the library team as part-time desk assistants and Sofia Zelenskaya joined as a part-time page.
- With four new staff members beginning their regular schedules during the first week of September, all staff have been pitching in to train coworkers and take on new responsibilities. I appreciate everyone's willingness to help. Even though transition periods are difficult and demanding, I am excited about the team we are cultivating. We are fortunate to have so many talented and dedicated individuals working together to provide the best possible library service for our community.
- At our August 8 staff training, we launched an internal initiative called "positive postcards" that invites library staff to write positive notes to their coworkers. Staff can choose to either publically share the postcards they receive on a bulletin board in the staff kitchen or keep them private.



## Maintenance of Facility and Equipment

- On August 19, an AT&T technician discovered that a bird had made a mess of the library's phone wires outside the library. This issue has now been resolved.
- I am continuing to meet with companies to discuss options and pricing to update the library's analog phone lines. So far I have talked to AT&T, Ignatek, and Gordon Flesch.
- The book drop compressor is out of order again. We hope to work with maintenance staff from DPW to get the compressor running again.
- The threshold under the front door buckled up on Friday, August 22. Fort Glass fixed the threshold on August 28. In the meantime, we directed patrons to use only one side of the door.
- City Electrician Nick Armstrong continues to try to solve the mystery of our Boyer Room lights, which sometimes won't turn on.
- Thank you to staff from the Parks and Recreation department for trimming the bush next to our north air conditioning unit. This will improve air flow around the unit.
- A service supervisor from Total Mechanical visited the library to begin preparing for the rooftop condenser project. The new Trane 60-ton condenser has been ordered. Sam from Total Mechanical estimates that the unit will arrive in about 8 weeks. Total Mechanical will inspect the unit and then make arrangements for installation.
- Daphne, Carlee, and I met with Megan Broderick from CJ & Associates to begin selecting fabrics for the teen room furniture upgrade.

## Programs and Services

- Library staff worked hard to finalize the fall program guide, which includes library programs for all ages planned for September to November.
- Once again, the Dwight Foster Public Library is partnering with the School District of Fort Atkinson to allow parents to request a public library card during the regular school registration process. The original list from the school district included 661 student names. From this list, 185 students that opted in need library cards. (The other 476 students had existing library accounts.) Library staff will work to create these new library cards and mail them to students by the end of September.

## Collections, Displays, and Marketing

- Carlee and Sandy redesigned the library's card application form. Going forward, library forms will have English on one side and Spanish on the other side.
- Carlee shared that the library's Facebook account now has more than 3,000 followers.
- Thanks to the hard work of library staff, the library's new puzzle collection includes 282 circulating puzzles. Seventy-six puzzles have been checked out so far.

## Budget/Donations

- I met with City Manager Houseman and City Treasurer Michelle Ebbert on Tuesday, August 26 to discuss the library's 2026 budget request and 2026-2031 CIP.

## Director's Report

- The Library Board's finance committee met on Friday, August 29 to discuss the 2026 budget request and 2026-2031 CIP.

#### Bridges/APL/Jefferson County Library Service

- Bridges Director Brittany Larson and I presented Jefferson County Library Service's 2024 annual report to the County Board on Tuesday, August 12.
- Brittany Larson and I met with County Administrator Michael Luckey, County Finance Director Marc DeVries, and other County staff to discuss Jefferson County libraries' 2026 budget request.

#### Other

- I was able to watch webinars during Trustee Training Week about Wisconsin library law and effective meetings. All of the Trustee Training Week webinars are now available to watch on demand.

**Dwight Foster Public Library**  
**Monthly Statistical Report**

**August 2025**

<b>Library collection:</b>	July 2025	Aug 2025	Aug 2024
Items in collection	96,487	<b>97,014</b>	85,563
Number of item records created	592	<b>460</b>	482
Number of items deleted	321	<b>109</b>	661

<b>Circulation by material type:</b>	July 2025	Aug 2025	Aug 2024
<b>Selected book circulation:</b>			
Book	4,433	<b>4,140</b>	3,874
Browsing (Lucky Day Book)	37	<b>43</b>	30
Children's book	6,982	<b>5,835</b>	5,238
New book (nonfiction)	345	<b>353</b>	296
New fiction	477	<b>523</b>	487

<b>Selected AV circulation:</b>	July 2025	Aug 2025	Aug 2024
Blu-Ray	73	<b>59</b>	93
Browsing AV (Lucky Day AV)	28	<b>19</b>	51
CD	169	<b>200</b>	180
CD book	204	<b>216</b>	243
Children's Blu-Ray	20	<b>15</b>	18
Children's CD	3	<b>6</b>	9
Children's CDBook	59	<b>47</b>	47
Children's digital audiobook (+/YA Playaway)	66	<b>83</b>	85
Children's DVD	479	<b>444</b>	517
DVD	1,566	<b>1,484</b>	1,521
Nonfiction DVD	49	<b>63</b>	49
Playaway	79	<b>94</b>	83

<b>Selected other circulation:</b>	July 2025	Aug 2025	Aug 2024
Book club kits	7	<b>7</b>	4
Children's magazine	25	<b>54</b>	29
Library of things	288	<b>334</b>	253
Magazine	165	<b>114</b>	168
<b>Total physical item circulation:</b>	15,742	<b>14,309</b>	13,519

<b>Digital circulation:</b>	July 2025	Aug 2025	Aug 2024
Hoopla	400	<b>395</b>	482
Overdrive ebooks and digital audiobooks	2,841	<b>2,899</b>	2,682
Overdrive magazines	346	<b>394</b>	144
<b>Total digital item circulation:</b>	3,587	<b>3,688</b>	3,308

<b>Circulation by patron statistical class:</b>	July 2025	Aug 2025	Aug 2024
City of Fort Atkinson circulation:	8,390	<b>7,678</b>	7,860
Jefferson County "City" circulation:	1,623	<b>1,743</b>	910
Jefferson County Rural circulation:	4,210	<b>3,648</b>	3,954
<b>Total:</b>	15,485	<b>14,108</b>	13,519

<b>Cardholders:</b>	July 2025	Aug 2025	Aug 2024
YTD new patron registrations	490	<b>547</b>	640
Total number of cardholders	8,507	<b>8,563</b>	8,016

<b>Patrons in the building:</b>	July 2025	Aug 2025	Aug 2024
Total number of patrons	7,566	<b>6,004</b>	6,516
Largest day/number	July 1/397	<b>Aug 18/357</b>	Aug 5/350
Smallest day/number	July 5/125	<b>Aug 30/115</b>	Aug 3/138

<b>Public computers and wifi use:</b>	July 2025	Aug 2025	Aug 2024
Number of users of public internet computers	723	<b>656</b>	720
Hours of public internet computer use	619	<b>507</b>	517
Number of unique wireless clients	972	<b>890</b>	961
Average daily wireless visits	84	<b>74</b>	88
Wifi Total Data Transferred	1.92 TB	<b>2.35 TB</b>	1.60 TB

<b>Patron questions at desks:</b>	July 2025	Aug 2025	Aug 2024
Reference interactions	114	<b>115</b>	163
General/Directional	166	<b>137</b>	167
Technical Assistance	262	<b>292</b>	307
Circulation	50	<b>38</b>	52
Conflict/Resolution	3	<b>3</b>	0

<b>Other:</b>	July 2025	Aug 2025	Aug 2024
Books mended	119	<b>152</b>	92
AV mended	125	<b>290</b>	113
Copy machines	9,431	<b>7,962</b>	9,522
Outgoing faxes	70	<b>66</b>	90
Incoming faxes	9	<b>9</b>	12

<b>Resource sharing:</b>	July 2025	Aug 2025	Aug 2024
Outgoing ILL	103	<b>103</b>	94
Incoming ILL	25	<b>21</b>	30
DFPL items shipped to other libraries	2,030	<b>2,072</b>	2,044
Holds received at DFPL	2,409	<b>2,281</b>	2,296

<b>Programs and attendance:</b>	July 2025	Aug 2025	Aug 2024
Young child (0-5) programs/attendance	13 prog/262 att	<b>0 prog/0 att</b>	1 prog/5 att
Child (6-11) programs/attendance	4 prog/326 att	<b>1 prog/7 att</b>	0 prog/0 att
Young adult (12-18) programs/attendance	3 prog/44 att	<b>1 prog/21 att</b>	1 prog/15 att
Adult (19+) programs/attendance	7 prog/114 att	<b>2 prog/30 att</b>	4 prog/35 att
General interest (all ages) programs/attendance	1 prog/7 att	<b>0 prog/0 att</b>	2 prog/24 att
<b>Total programs/attendance:</b>	28 prog/753 att	<b>4 prog/58 att</b>	8 prog/79 att

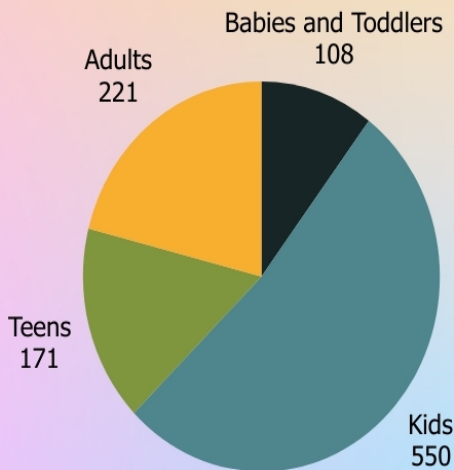
# Dwight Foster Public Library's

# 2025!

## Summer Reading Program



### Registered Readers



A book discussion with author Nickolas Butler!

Storytime with our favorite princesses!



That's a total of 1,050 readers, 5,032 books, and 10,113 hours spent reading!



51 events with 1,659 attendees!



Snake Discovery!



29 student volunteers  
216.5 volunteer hours

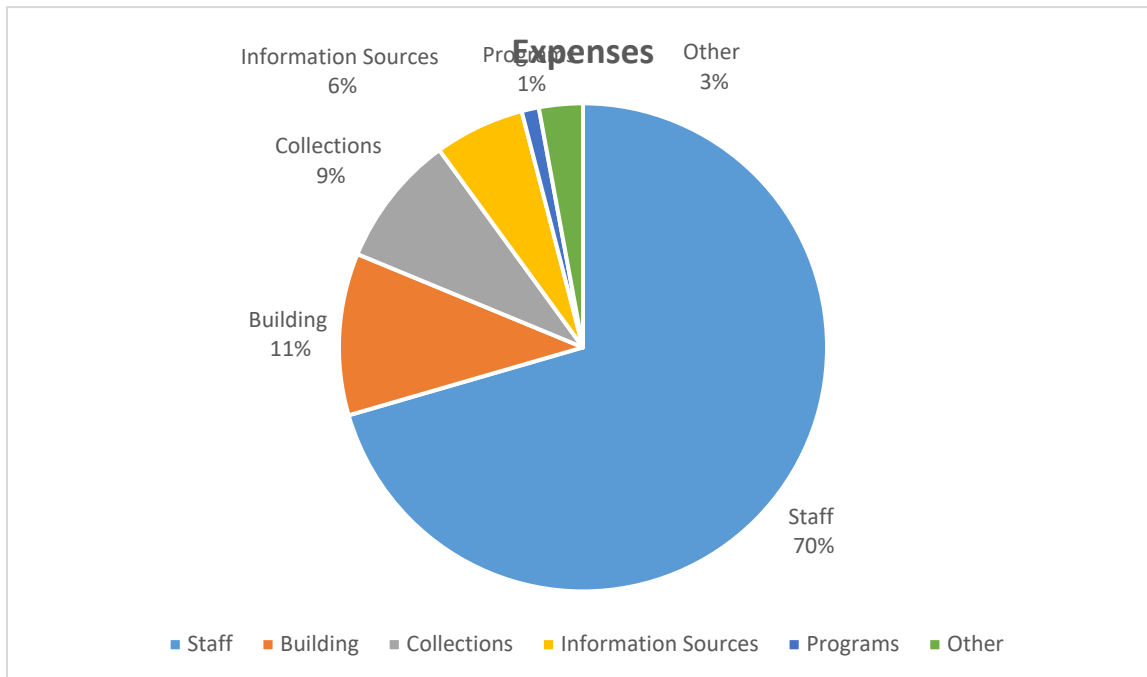


2026 Budget

Expense Fund Accounts	Description	2026 Budget	2025 Budget	2025 \$ spent as of 7/5/2025	Expected costs of 2025	2024 Budget	2024 Actual	2023 Budget	2023 Actual	2022 Budget	2022 Actual	2021 Budget	2021 Actual
15-55-5511-0100	Salaries - Full Time	\$378,000.00	\$360,000.00	\$174,896.60	\$360,000.00	\$350,000.00	\$327,193.95	\$342,000.00	\$338,873.97	\$319,650.00	\$315,367.91	\$319,520.00	\$318,005.13
15-55-5511-0200	Salaries - Part Time	\$134,000.00	\$130,000.00	\$63,130.32	\$130,000.00	\$126,100.00	\$132,591.58	\$124,850.00	\$121,709.89	\$119,925.00	\$100,450.59	\$100,000.00	\$107,948.84
15-55-5511-0300	Salaries - Janitor	\$23,000.00	\$23,000.00	\$10,260.91	\$23,000.00	\$19,500.00	\$24,793.11	\$18,200.00	\$20,563.17	\$17,500.00	\$17,772.99	\$18,000.00	\$19,302.80
15-55-5511-2500	Benefits	\$214,000.00	\$204,000.00	\$91,042.72	\$204,000.00	\$175,000.00	\$167,242.38	\$161,600.00	\$155,925.21	\$148,700.00	\$148,888.40	\$155,747.00	\$154,223.94
	<b>Total Salaries and Benefits</b>	<b>\$749,000.00</b>	<b>\$717,000.00</b>	<b>\$339,330.55</b>	<b>\$717,000.00</b>	<b>\$670,600.00</b>	<b>\$651,821.02</b>	<b>\$646,650.00</b>	<b>\$637,072.24</b>	<b>\$605,775.00</b>	<b>\$582,479.89</b>	<b>\$593,267.00</b>	<b>\$599,480.71</b>
15-55-5511-0600	Supplies	\$20,000.00	\$20,000.00	\$12,865.21	\$22,000.00	\$19,500.00	\$20,849.61	\$19,020.00	\$20,510.33	\$19,500.00	\$19,541.14	\$19,000.00	\$23,193.14
15-55-5511-0700	Postage	\$1,400.00	\$800.00	\$775.14	\$1,400.00	\$500.00	\$1,247.72	\$500.00	\$983.80	\$500.00	\$677.24	\$700.00	\$850.80
15-55-5511-0800	Insurance	\$6,500.00	\$6,500.00	\$0.00	\$6,500.00	\$6,500.00	\$6,319.00	\$9,050.00	\$6,638.00	\$9,050.00	\$4,800.00	\$11,500.00	\$6,255.00
15-55-5511-0900	Telephone	\$3,000.00	\$400.00	\$100.12	\$1,250.00	\$550.00	\$228.23	\$550.00	\$399.57	\$450.00	\$1,130.55	\$465.00	\$644.76
15-55-5511-1000	Electricity and Water	\$39,000.00	\$39,000.00	\$15,379.33	\$39,000.00	\$39,000.00	\$37,918.17	\$40,000.00	\$34,669.91	\$41,800.00	\$32,135.27	\$42,500.00	\$38,189.93
15-55-5511-1100	Natural Gas	\$14,000.00	\$14,000.00	\$4,175.83	\$12,000.00	\$14,000.00	\$5,818.46	\$14,000.00	\$8,426.38	\$9,050.00	\$13,660.96	\$9,000.00	\$15,418.25
15-55-5511-1200	Maint. & Repair	\$34,500.00	\$26,000.00	\$17,120.50	\$31,000.00	\$25,000.00	\$44,119.84	\$21,000.00	\$23,091.89	\$21,000.00	\$22,293.65	\$18,000.00	\$28,667.98
15-55-5511-1300	Books	\$66,700.00	\$66,700.00	\$33,527.50	\$66,700.00	\$64,200.00	\$62,560.77	\$57,150.00	\$64,185.89	\$57,350.00	\$62,483.20	\$56,949.00	\$60,873.03
15-55-5511-1400	Other (Library of Things)	\$1,000.00	\$800.00	\$420.93	\$800.00	\$800.00	\$539.51	\$700.00	\$772.30	\$1,000.00	\$1,392.22	\$1,000.00	\$603.33
15-55-5511-1500	Periodicals	\$4,800.00	\$4,800.00	\$1,651.19	\$4,800.00	\$4,800.00	\$4,390.65	\$4,500.00	\$5,679.40	\$5,200.00	\$4,523.71	\$5,000.00	\$4,564.65
15-55-5511-1600	A.V.	\$17,500.00	\$26,000.00	\$11,373.45	\$26,000.00	\$26,100.00	\$29,802.41	\$24,856.00	\$28,924.80	\$22,620.00	\$13,908.25	\$21,400.00	\$21,082.19
15-55-5511-1700	Summer Reading Program	\$3,750.00	\$3,750.00	\$5,105.06	\$6,275.00	\$3,750.00	\$4,523.44	\$3,750.00	\$4,168.49	\$4,000.00	\$4,189.59	\$4,000.00	\$4,207.13
15-55-5511-1800	Continuing Ed & Travel	\$2,000.00	\$2,000.00	\$1,267.45	\$2,000.00	\$2,000.00	\$2,071.94	\$2,000.00	\$2,294.68	\$2,000.00	\$1,373.50	\$2,200.00	\$1,430.17
15-55-5511-1900	Information Sources/Services	\$58,500.00	\$54,000.00	\$46,137.87	\$64,000.00	\$52,000.00	\$53,142.24	\$54,125.00	\$54,089.61	\$56,650.00	\$53,239.77	\$50,418.00	\$59,582.43
15-55-5511-2000	Programming	\$8,000.00	\$8,000.00	\$6,576.73	\$10,000.00	\$8,000.00	\$6,395.43	\$7,000.00	\$8,941.71		\$0.00	\$50,418.00	\$4,399.34
	<b>Total Operations/Services:</b>	<b>\$280,650.00</b>	<b>\$272,750.00</b>	<b>\$156,476.31</b>	<b>\$293,725.00</b>	<b>\$266,700.00</b>	<b>\$279,927.42</b>	<b>\$258,201.00</b>	<b>\$263,776.76</b>	<b>\$250,170.00</b>	<b>\$235,349.05</b>	<b>\$242,132.00</b>	<b>\$269,962.13</b>
	<b>Total Operating Budget:</b>	<b>\$1,029,650.00</b>	<b>\$989,750.00</b>	<b>\$495,806.86</b>	<b>\$1,010,725.00</b>	<b>\$937,300.00</b>	<b>\$931,748.44</b>	<b>\$904,851.00</b>	<b>\$900,849.00</b>	<b>\$855,945.00</b>	<b>\$817,828.94</b>	<b>\$835,399.00</b>	<b>\$869,442.84</b>
15-60-0065-1103	CIP Computers	\$5,000.00	\$5,000.00	\$2,423.32	\$2,424.00	\$5,000.00							
15-60-0065-1105	CIP Server replacement		\$14,000.00		\$11,000.00								
15-60-0065-1100	CIP Public furniture		\$7,000.00		\$11,300.00	\$6,000.00							
15-60-0065-1104	CIP Flooring replacement		\$4,000.00		\$0.00	\$12,000.00							
	CIP HVAC				\$87,550.00								
	CIP Sorting machine replacement	\$150,000.00											
	CIP Phone system replacement	\$5,000.00											
	<b>Total CIP Budget:</b>	<b>\$160,000.00</b>	<b>\$30,000.00</b>	<b>\$2,423.32</b>	<b>\$112,274.00</b>	<b>\$28,500.00</b>	<b>\$16,254.95</b>					<b>\$27,264.00</b>	<b>\$30,292.51</b>
	<b>Grand Totals:</b>	<b>\$1,189,650.00</b>	<b>\$1,019,750.00</b>	<b>\$498,230.18</b>	<b>\$1,122,999.00</b>	<b>\$965,800.00</b>	<b>\$948,003.39</b>						
Revenue Fund Accounts	Description	2026 Budget	2025 Budget	2025 Revenue as of 7/5/2025	Expected revenue of 2025	2024 Budget	2024 Actual Revenue	Revenue Budget 2023	2023 Actual Revenue	Revenue Budget 2022	2022 Actual Revenue	Revenue Budget 2021	2021 Actual Revenue
15-44-0044-6000	LIBRARY-ADJ COUNTY FUNDING (R)	\$24,632.00	\$19,344.73	\$19,344.56	\$19,344.00	\$17,990.00	\$17,991.06	\$13,400.00	\$13,401.00	\$11,060.00	\$11,061.09	\$9,882.20	\$9,881.91
15-44-0044-6120	Jeff. Co. Aid	\$305,504.00	\$298,147.00	\$298,147.00	\$298,147.00	\$282,736.00	\$283,446.00	\$277,220.00	\$277,220.00	\$274,929.00	\$274,292.00	\$271,227.00	\$271,227.00
15-44-0044-6100	LIBRARY-Copy, Scan, Fax, Print	\$7,000.00	\$7,000.00	\$3,622.86	\$7,000.00	\$7,000.00	\$8,564.38	\$5,000.00	\$6,920.69	\$3,000.00	\$5,922.27	\$5,000.00	\$4,607.53
15-44-0044-6110	LIBRARY-Fines	\$1,200.00	\$1,200.00	\$798.03	\$1,200.00	\$1,200.00	\$1,142.65	\$1,200.00	\$1,655.25	\$2,000.00	\$1,514.53	\$5,000.00	\$1,082.90
15-47-0047-1100	Donations	\$8,700.00	\$8,000.00	\$12,769.81	\$24,175.00	\$8,000.00	\$20,472.81	\$7,000.00	\$37,895.71		\$7,150.00		
15-41-0041-1100	General Property Taxes	\$651,000.00	\$624,000.00	\$624,000.00	\$624,000.00	\$616,000.00	\$616,000.00	\$616,511.00	\$616,511.00		\$542,484.00		
15-48-0048-1200	Insurance Recoveries			\$0.00			\$6,619.01						
15-49-0049-9999	Fund Balance Applied	\$31,614.00	\$32,058.27	\$0.00	\$36,859.00	\$4,374.00	\$0.00						
	<b>Total Revenue:</b>	<b>\$1,029,650.00</b>	<b>\$989,750.00</b>	<b>\$958,682.26</b>	<b>\$1,010,725.00</b>	<b>\$937,300.00</b>	<b>\$954,235.91</b>	<b>\$920,331.00</b>	<b>\$953,603.65</b>	<b>\$290,989.00</b>	<b>\$842,423.89</b>	<b>\$291,109.20</b>	<b>\$286,799.34</b>
15-44-0044-6135	Trust Contributions (4% of 5-year average)	\$32,500.00	\$30,000.00	\$0.00	\$24,724.00	\$28,500.00	\$16,254.95	\$16,500.00	\$16,500.00	\$28,972.00	\$27,664.65	\$25,962.00	\$16,379.17
15-44-0044-6135	Trust Contributions (Additional request)	\$127,500.00		\$0.00	\$87,550.00								
	<b>Total Trust Contributions:</b>	<b>\$160,000.00</b>	<b>\$30,000.00</b>	<b>\$0.00</b>	<b>\$112,274.00</b>	<b>\$28,500.00</b>	<b>\$16,254.95</b>	<b>\$16,500.00</b>	<b>\$16,500.00</b>	<b>\$28,972.00</b>	<b>\$27,664.65</b>	<b>\$25,962.00</b>	<b>\$16,379.17</b>
	<b>Total Revenue (incl. trust):</b>	<b>\$1,189,650.00</b>	<b>\$1,019,750.00</b>	<b>\$958,682.26</b>	<b>\$1,122,999.00</b>	<b>\$965,800.00</b>	<b>\$970,490.86</b>	<b>\$936,831.00</b>	<b>\$970,103.65</b>	<b>\$319,961.00</b>	<b>\$870,088.54</b>	<b>\$317,071.20</b>	<b>\$303,178.51</b>

**Date:** September 8, 2025  
**To:** Board of Trustees of the Dwight Foster Public Library  
**From:** Minetta Lippert, Library Director  
**Subject:** 2026 Budget Request

**Expense Account Overview**



**Expense Account Details**

**Salaries and Benefits:** Salary and benefit estimates may change as City staff learn more from the classification and compensation study and about actual benefits costs.

**Postage:** The 2026 budget for postage is a more realistic estimate for postage costs based on 2024 and early 2025 actual costs.

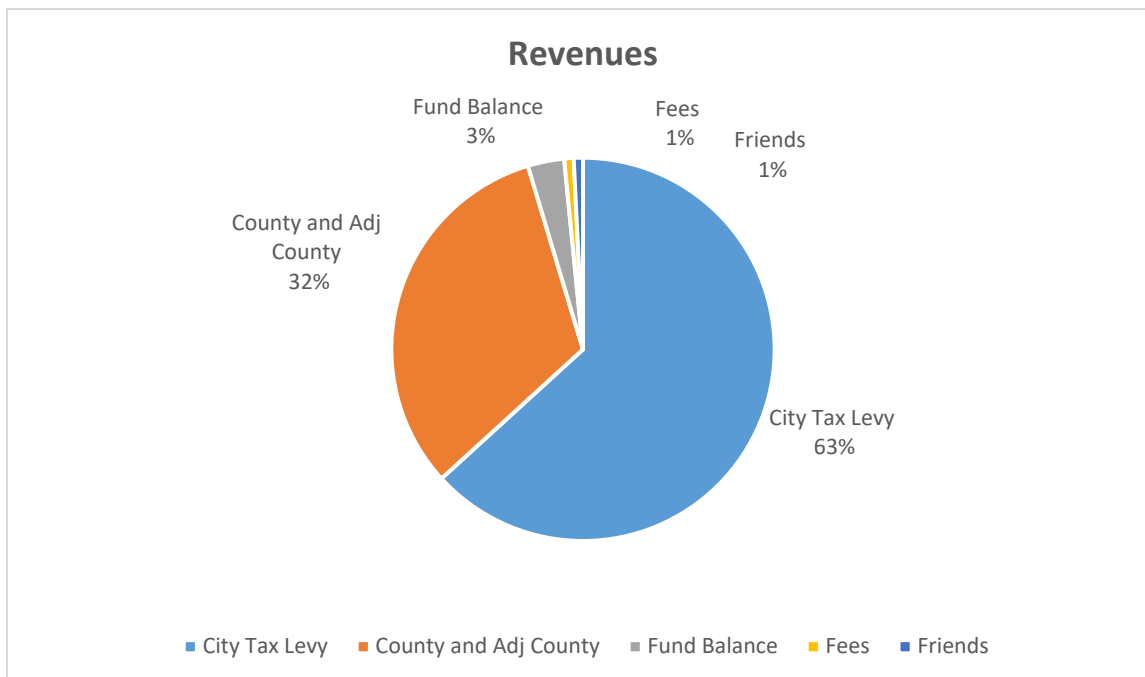
**Telephone:** The library currently has two analog Centrex phone lines through AT&T. AT&T is under a FCC mandate to eliminate all analog/copper lines within 9-12 months. Our AT&T agreement will expire on April 30, 2026. In the meantime, AT&T increased our monthly costs starting in June 2025 in order to encourage customers to move off the analog lines. Initial conversations with AT&T and Ignatek about solutions have shown that future costs will be significantly more expensive than we've paid in the past and will likely involve initial set-up costs as well.

**Maintenance and Repair:** The library was renovated 15 years ago. As the building and equipment continue to age, maintenance and repair costs continue to increase. Most repair costs are unexpected, necessary, and urgent. In 2024, the library spent \$29,000 on maintenance and repairs (not counting the \$15,000 that resulted from the squirrel-induced power surge). The 2026 budget request also factors in the preventive HVAC maintenance agreement the library signed with Ahern.

**Collections:** The book collection budget request remains flat. The AV budget request is significantly lower than the 2025 budget because it does not include Hoopla costs. Additionally, library staff decreased individual AV budget lines slightly in recognition of declining AV circulation.

**Information Sources:** The increases in the 2026 Information Sources budget request are due to a system-wide investment increase in Overdrive Advantage, planned strategic planning services, and a monthly cost increase from Ignatek that will begin in June 2026.

**Revenue Account Overview**



**Revenue Account Details**

**Jefferson County:** Dwight Foster Public Library’s 2026 county revenue will increase by \$7,357 compared to 2025. County reimbursement is required by state statute and defined by an equation outlined in the Jefferson County Library Services Plan.

Adjacent County: Dwight Foster Public Library's 2026 adjacent county revenue will increase by \$5,288 compared to 2025. Adjacent county reimbursement revenue is defined by state statute. Most of our adjacent county revenue comes from Dane and Rock Counties.

General Property Taxes: The library's 2026 budget request includes a \$27,000 increase in funds from the City's tax levy.

Fund Balance: The 2026 budget request makes up the difference in expenses and revenues by including funding from the library's fund balance. The Dwight Foster Public Library is Fund 15 in the City's operating budget.

SECTIONS R & Y 2026 - 2031 CAPITAL IMPROVEMENTS PROJECTS BUDGET & PLAN

**City of Fort Atkinson**  
**2026-2031 Capital Improvements Projects Plan**  
**General Fund Expenditure Detail**

Office Use Only

PROJECT LINE ITEM		2026	2027	2028	2029	2030	2031	PROJECT DESCRIPTION	PRIORITY RANKING PER YEAR	EXPECTED / USEFUL LIFE IN YEARS	NEW OR REPLACEMENT	COMP PLAN ACTION ITEM Y / N*	General Ledger	General Ledger
DEPARTMENT	PROJECT												Account Number	Account Title
Library	Computer Replacement	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	Replace staff and patron library computers every 5 years. This cost will be reimbursed by the library's trust.	2	5	Replacement	N	15-60-0065-1103	CIP COMPUTERS
Library	Sorting machine replacement	\$ 150,000.00						Replacement of sorting machine for checkin/sorting of library materials.	1	10	Replacement	N	15-60-0065-1101	CIP EQUIPMENT REPAIR
Library	Replace phone system	\$ 5,000.00						Replace staff phones throughout the library. The library's current phone system was likely installed in 2010.	1	10	Replacement	N		
Library	Facility Assessment		\$ 10,000.00					Have a building assessment completed of the library facility in partnership and in coordination with the Hoard Historical Museum using a combined RFP.	2	10	Replacement	N		
Library	Self Checkout machine		\$ 10,000.00					The self checkout machine was last replaced in 2020.	3	5	Replacement	N		
Library	Replace meeting room technology and sound system			\$25,000.00				Replace technology in the FCCU, Rotary, and Wisconsin meeting rooms. FCCU technology and sound system were installed in 2010. Additional screens were added to the Rotary and Wisconsin Rooms in 2020.	1	10	Replacement	N		
Library	Repair exterior wooden trim				\$ 10,000.00			Some of the wooden trim near the roof on the exterior of the building is getting soft and needs to be replaced. Cost is a guess.	1	20	Replacement	N		
Library	AWE Early Literacy Computers				\$ 8,000.00			Replace two early literacy computers in the children's area. These computers were last replaced in 2022 and 2023.	3	7	Replacement	N		
Library	Replace north AC system					\$ 100,000.00		Replace the north AC system. Staff believes the current north AC system was updated in 2010.	1	20	Replacement	N		
<b>TOTAL</b>		<b>\$ 160,000.00</b>	<b>\$ 25,000.00</b>	<b>\$ 30,000.00</b>	<b>\$ 23,000.00</b>	<b>\$ 105,000.00</b>	<b>\$ 5,000.00</b>							

\*Was this project identified in the Comprehensive Plan? If so, where? Does it further the goals identified in the Comp Plan? If so, how?



Tallgrass Restoration, LLC  
 Cameron Cass  
 3221 E. County Road N  
 Milton WI 53563-9633

Phone: 608-531-1768  
 Fax: 608-531-2227

CCass@tallgrassrestoration.com

# Proposal

Date	8/26/2025
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Proposal #	19271
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**Our Milton address has changed to: 3221 E County Road N**

Schroeder Margaret  
 501 Sherman Ave. East  
 Fort Atkinson, WI 53538

920-342-2217  
 margaret8schroeder@charter.net

## Prairie Install '26

Description	Qty	U/M	Rate	Total
Herbicide Application- Tallgrass will conduct two prep visits (one in fall '25 and the other in spring '26) for a spring planting.	2	Each	126.00	252.00T
Mulching- Tallgrass will Mulch the area following the first treatment to create a cleaner look and suppress aggressive weedy regrowth.	1	Each	102.00	102.00T
Native Planting- Tallgrass will acquire and install 64 native 2.5" plugs of varying species and install supplemental with what the client provides as well.	1	Each	414.00	414.00T
Pesticide labels are available upon request at no additional charge.				
Sales Tax - 5.5%			5.50%	42.24

<b>Total</b>	<b>\$810.24</b>
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\_\_\_\_\_  
 Sales/Project Manager, Tallgrass Restoration, LLC

\_\_\_\_\_  
 Date

Acceptance of Proposal: The above prices and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. All deletions have been noted. I am familiar with and agree to the terms and conditions attached. To accept this proposal, please sign on the line below and return the signed original to Tallgrass Restoration, LLC.

\_\_\_\_\_  
 Client Representative

\_\_\_\_\_  
 Date

This proposal includes term and conditions attached and constitutes a binding contract agreement upon acceptance. Tallgrass Restoration, LLC is fully covered by insurance. Our employment practices are fully compliant with applicable State and Federal laws and regulations. TGR's warranty is conditioned upon timely payment of invoices, normal plant care by the client, and contracted and performed stewardship/maintenance activities for consecutive growing seasons following the installation of the plant material. All materials are at wholesale prices and include shipping and handling fees.

# Tallgrass Restoration, LLC Terms and Conditions

Terms of Agreement. These Terms and Conditions apply to the attached proposal and any subsequent proposals or changes to existing contracts between Tallgrass Restoration, LLC (TGR) and the Client.

This proposal is valid for a period of 45 days from the date of submission. The scope of work is identified in the proposal. If Client acceptance and authorization is not received within 45 days, TGR reserves the right to withdraw the proposal or in TGR's sole option, adjust equitably and limited to the costs, schedule for completion, and overall scope of work to account for the delay. TGR also reserves the right to equitably adjust the contract if the Client alters the scope of work presently included in the proposal.

Payment. FEES: Unless otherwise stated on the proposal, fees are on a lump sum basis for services rendered. Invoices will not exceed the proposal amount unless the Client has authorized a change order for additional services or expenses.

CHANGE ORDERS: Change orders will be executed in writing. If a proposal states that professional services will be rendered on a time and materials basis, a rate schedule will be indicated within the proposal. Services billed on a time-and-materials basis will also include costs of travel time to/from project sites and, for consulting projects, time spent on report preparation by professional, technical or clerical staff. If it becomes reasonably apparent that the proposed estimate is not sufficient to complete the project in a satisfactory manner, TGR shall notify the Client prior to exceeding the prescribed total cost estimate for the project.

SALES TAX: Sales tax will be added if required by local jurisdiction. Clients claiming tax exempt status must submit a copy of their official tax exempt status form including their tax exempt number in order to waive the sales tax.

INVOICING: At TGR's election, invoices may be issued after the work described in this agreement is complete or progress billings may be issued upon completion of the various stages of this project. Payment is due Net 30 days from date of invoice. A 1.5% per month service charge is added to all accounts more than 45 days past due. Client shall reimburse TGR for all costs and expenses, including court costs and reasonable attorneys' fees, incurred by TGR in collecting delinquent fees for services performed as part of this agreement.

MATERIALS & MATERIAL DEPOSIT: All materials offered by TGR are at wholesale prices and include shipping and handling fees. Prior to work beginning, Client shall remit to Tallgrass Restoration, LLC 50% of the contract total as a deposit on materials and/or supplies necessary to complete contracted work. The required deposit is due upon execution of the agreement and must be remitted prior to the commencement of work.

Right of Entry. The Client will furnish commercially reasonable right-of-access on the land and water for TGR staff to perform necessary fieldwork and investigations. Delays on occurrence of weather will result in an adjustment to the project schedule.

Client Responsibilities. Unless otherwise specified, the Client is responsible for providing water to newly installed plants and seed at reasonable intervals for a period of 45 days following installation. Where necessary, the Client must locate and flag buried private utilities and property including but not limited to irrigation systems, underground storage tanks, private cables and other hidden obstacles/hazards in the work area. Any additional work due to buried obstructions, large rocks, or other unforeseen objects or conditions will be discussed with the Client and billed at Time and Material rates. TGR shall not be responsible for damages to any underground private property unless the underground property has been located and flagged by the Client in advance. The Client shall indemnify and hold TGR harmless from any and all damages or claims arising from the Client's failure to locate and flag underground private utilities and property.

Where applicable and necessary, the Client shall at no charge to TGR make adequate storage areas available on site for all equipment, materials and plant materials required to complete the project.

Where applicable and necessary, the Client must provide a reasonably adequate and accessible water supply on site for watering needs of this project. If this supply is not available or dependable, it will result in an added charge and/or loss of any plant material guarantee.

Insurance. TGR is currently licensed by the States of Illinois, Indiana and Wisconsin for application of herbicides for commercial purposes. This certification/permit requires the existence of insurance for liability coverage. TGR exceeds this coverage to provide additional general liability and professional services liability at a minimum of \$1,000,000.00. TGR also carries an umbrella insurance policy of an additional minimum of \$2,000,000.00. Employees of TGR are fully covered by Workers Compensation Insurance. TGR automobiles are fully covered by Automobile Insurance. Certificates of Insurance are available upon request. Client assess that these insurance amounts are adequate.

Limitation of Liability. The Client acknowledges and understands the potential risks associated with the project, and agrees to limit the liability of TGR to what the Client agrees is commercially reasonable. The Client therefore agrees to limit TGR's liability to the Client and to all contractors and subcontractors on the project, due to any claim of any nature whatsoever arising out of or relating to the performance of any services under this agreement, to damages or injuries resulting solely from TGR's negligence. The Client further agrees that TGR's total aggregate liability shall be limited to the insurance proceeds paid on behalf of or to TGR by TGR's insurers.

Notwithstanding, TGR's insurance and the limitation of liability client agrees to waive its subrogation rights to the extent any loss is covered by its property or liability insurance.

Warranty. The following warranties are applicable only if client accepts TGR's stewardship services as specified in this proposal. For planting projects, all soil amenities, initial watering, select pruning, labor and materials are included in the price proposed. All material shall be as specified in the contract and TGR agrees to use top quality live plant, seed and erosion control materials. All work is to be completed in a workmanlike manner according to standard practices.

PLANT PERFORMANCE CRITERIA: Our intent is that 75% of installed plants (plug, shrub or tree) shall be alive within one year of the date of our installation. We will replace plants one time at no charge if they die due to improper planting or inferior stock. We will not replace plants that are damaged or killed by insects, mechanical equipment, neglect, under-watering, over-watering, weather, natural disasters, disease, animals, the proliferation of invasive weeds or the impact of work by unrelated contractors. Such damage is specifically excluded from any warranty offered by us. Our warranty is conditioned upon Client's timely payment of all invoices, normal plant care by the client, and contracted and performed stewardship/maintenance activities for consecutive growing seasons following the installation of plant material. We do not guarantee plants planted in pots or planter boxes. Ornamental flowers, turf grass seeds, and bulbs are not guaranteed.

SEED PERFORMANCE CRITERIA: When establishing native plants from seed, TGR will reseed once without charge areas devoid of new germination within the first year of initial installation.

By the end of the first full growing season the cover crop shall be well established and there shall be no less than 90% vegetative cover and there shall be no noticeable areas devoid of vegetation. By the end of the second full growing season the cover crop shall not exceed 50% of the total vegetative cover. 25% of the planted native species shall be visible and actively growing. By the end of the third full growing season the cover crop shall not be a dominant species throughout the seeded area and 50% of the planted native species shall be visible and actively growing.

TGR's warranty is conditioned upon Client's timely payment of all invoices, normal plant care by the client, and contracted and performed stewardship/maintenance activities for consecutive growing seasons following the installation of plant material.

DISCLAIMER OF ALL OTHER WARRANTIES: THIS AGREEMENT IS NOT SUBJECT TO THE UNIFORM COMMERCIAL CODE. HOWEVER, TO THE EXTENT IT IS DETERMINED TO BE SUBJECT TO THE UNIFORM COMMERCIAL CODE, THEN WITH THE EXCEPTION OF THE FOREGOING LIMITED WARRANTIES TGR MAKES NO OTHER WARRANTIES, EXPRESS OF IMPLIED. IN NO EVENT WILL TGR BE RESPONSIBLE FOR CONSEQUENTIAL OR INCIDENTAL DAMAGES OF ANY NATURE WHATSOEVER.

Services not included. Other than initial watering at the time of installation, TGR is not responsible for watering and maintaining unless otherwise stated in writing. Any work specified as time and material will be charged as an extra to this agreement and will increase the total contract price.

Proprietary Information. Technical reports, letters, maps, tables, native seed lists, proposals, and other written or graphic products produced by TGR and the information contained therein remain the property of TGR and are not to be reproduced without the expressed prior written consent of TGR management.

Termination. TGR may terminate this agreement on three (3) days prior written notice if the Client (i) fails to timely pay invoice(s) as billed, (ii) (or agents of the Client) interfere with or do not allow TGR to perform the agreed upon scope of services, (iii) or otherwise breaches a term of this agreement. In the event of termination by TGR, the Client will become liable to pay TGR for all of the services and expenses incurred by TGR prior to the date of withdrawal, including legal fees and incurred damages of TGR.

Lien Notice. If the Client is the owner of real property that may be enhanced by the work to be performed pursuant to this agreement, then TGR hereby notifies the Client as follows: As required by Illinois, Indiana, and Wisconsin lien laws, TGR hereby notifies owner/Client that persons or companies furnishing labor or materials for improvement on the owner/Client's land may have lien rights if not paid.

Interpretation and Enforcement. This agreement sets forth the entire agreement. There have been no additional oral or written representations. This agreement shall not be modified except by written agreement signed by both the Client and TGR. This agreement shall be binding upon the Client and TGR, their heirs, successors, and assignees. Other than the representations made in the agreement client has not relied on any representations, oral or written, made by TGR. The state courts of Cook County, Illinois and Rock County, Wisconsin shall be the venues for the resolution of any dispute arising under this agreement.

## Company Profile

Tallgrass Restoration, LLC has served Illinois, Indiana, and southern Wisconsin for over twelve years. Our environmental scientists and licensed professionals have the experience, qualifications and passion to restore your property to an unmatched state of beauty and ecological health.

Our cost-effective projects begin with a free on-site consultation and continue with ongoing annual stewardship. We are committed to creating a secure relationship with our clients that allows for the establishment of sustainable landscapes that enrich and benefit the heritage of plants, animals and people.

Tallgrass Restoration specializes in:

- Prairie, Savanna, Woodland & Wetland Restoration
- Invasive Brush Clearing
- Prescribed Burning
- Natural Areas Consulting and Design
- Erosion Control
- Shoreline Restoration and Stabilization
- Drill Seeding and Native Plant Installation
- Custom Herbicide Applications
- Stewardship and Maintenance
- Grant Coordination
- Plant Community Inventories & Mapping
- Native Seed Collection

### Illinois Office

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Schaumburg, IL 60173  
P: (847) 925-9830  
F: (847) 925-9840

### Wisconsin Office

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Milton, WI 53563  
P: (608) 531-1768  
F: (608) 531-2227

[info@tallgrassrestoration.com](mailto:info@tallgrassrestoration.com)

[www.tallgrassrestoration.com](http://www.tallgrassrestoration.com)



# tallgrass

 RESTORATION, LLC

We restore the health, integrity and beauty of our clients' land and water resources

## Shoreline Restoration

Erosion, whether sudden or gradual, can be a distressing and dangerous problem. Rip-rap stone or turf grass might seem like solutions, but water will undercut and erode these unstable barriers. Stone and lawn grasses also cannot prevent chemical run-off from polluting the water and may contribute to unsightly algal blooms.

We restore the integrity and beauty of your shoreline by establishing a stable, diverse community of native plants whose deep, fibrous root systems can resist

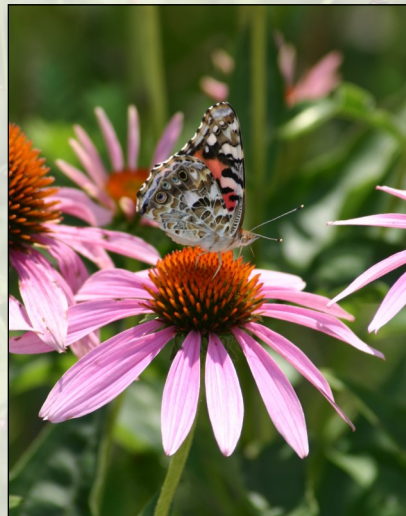


erosion and absorb chemical run-off. Our stewardship program will nurture the young native plants through the first few critical growing seasons. Once the plants are established your site will have a long-term, living solution at a project cost less than most traditional erosion control applications.

## Birds & Butterflies

Rain gardens, native plant beds, prairies and savannas provide for a beautiful, hardy and drought tolerant landscape. Whether your concerns are to reduce site maintenance and storm water runoff or to simply attract more birds and butterflies, the use of native plants makes for a wise investment.

We can recommend a balanced and appropriate selection of native plants for use in your landscape. Whether you install live plants or simply start from seed, we work with you to choose the ideal species for your soil, shade, hydrology and personal requirements. Utilizing our ongoing stewardship program after initial installation will ensure a garden you can be proud of.



## Stewardship



herbicide application, chainsawing, ecological mowing, and native planting and seeding in the rehabilitation of your land. Our ongoing monitoring and stewardship is essential to the successful establishment of the native plant community and is the key to fending off aggressive weed species.

Invasive species are a constant threat to the health and diversity of your land. These non-natives grow quickly, spread profusely, and re-sprout easily. Controlling these species is one of our specialties.

We begin clearing the invasive species through a program specifically tailored to your site. Our licensed professionals use a combination of controlled fire, selective



## Nature's Renewal

Most ecosystems native to the Midwest depend upon periodic fire to rejuvenate growth and ensure long-term survival. Modern tendencies to suppress fire have allowed weeds to out-compete our native grasses and forbs, which has reduced plant and animal diversity in the process.

Fire is one of the ideal management tools for stimulating native plant growth and controlling undesirable species. For over a decade our trained ecologists have



been using prescribed fire to repair the landscape. After inspecting the site and acquiring any necessary permits we prepare and implement a detailed, site specific burn plan. We safely burn on any scale, from backyards to natural areas hundreds of acres in size.



Above:  
After installation

Below:  
June one year  
after installation





Above:  
July two years  
after installation

Below:  
December three  
years after  
installation



# Planning for the Library's Future

# 11

## The Importance of Planning: Why Plan?

How often do you leave for the grocery store without a list and come back with dozens of items you didn't need, but without the one or two things you absolutely needed? Nobody would ever think of building a house or starting a business without a plan. Yet it is often hard to convince library directors and library boards to create a strategic plan. The most frequent excuse is "We don't have time" or "We are too busy getting our work done."

Information technology, publishing and the book industry, and society itself are in the middle of the greatest series of changes since the invention of the printing press. In 1990, few libraries had computers. Now, they are everywhere. In 1980, women were just entering the workforce in large numbers, and many smaller Wisconsin communities had few, if any, minority residents. Library services must change to reflect changes in our communities. They cannot exist in a vacuum. The library board or director that refuses to plan is like the shopper going to the store without a shopping list. The library may well be offering dozens of services that are not really needed by the community, while failing to offer the one or two services that might provide a great benefit.

Planning for libraries is a process of envisioning the future of both the community and the library and setting a direction for library movement toward a chosen future vision. Planning helps the staff and board understand the situation of their community, set priorities, and establish methods for achieving those priorities. The planning document provides a record of the decisions made during that process. The document also becomes a guide for decision-making and action by staff and the board.

## Planning Essentials—Getting Started

Size doesn't matter. Every library needs a plan, no matter how small or how large the library and community may be. However, just as a shopping list will be different for the single person and the family of ten, the *process* followed to create a plan will depend on the size of library and community involved with the project. Large and even many medium-sized libraries, or those libraries accustomed to planning, may have the resources and experience to undertake a full-blown process such as that described in the *Planning for Results*<sup>1</sup> process. *Planning for Results* provides a blueprint for creating a vision of the future for a library and its community, along with a blueprint for creating the services that will enable a library achieve its vision. *Planning for Results*, because it is so thorough, describes a fairly time-intensive process involving a large cast of players. Any library,

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<sup>1</sup> Wilson, William James, et al. *Planning for Results: A Public Library Transformation Process*. ALA, 1998

### In This Trustee Essential

- The importance of planning
- Planning essentials—getting started
- A plan outline
- Where to go for help

including smaller libraries or those new to planning, will benefit from undertaking the process outlined in *Planning for Results* if its board and staff have the commitment, time, and resources to follow through. However, for novice planners, the process is less important than the fact that planning is carried out. First-time planners often want to follow a simplified process that is less time-intensive. Even a simplified process will help the board and staff gain vital information about the library and community, as well as the experience and confidence needed to expand the process during the next planning cycle.

### Who should be involved?

The minimum number needed to draft a strategic plan is one. However, just as the grocery shopper benefits from consulting spouse and family before leaving for the store, the strategic plan for the library benefits from input from multiple individuals. The library director, with the help of system staff, can be relied on to gather statistics about a community. Important statistics include:

- Population size of community broken down by age, gender, racial heritage, etc.
- The existence of large or growing groups of newcomers to the community, whether they are urban or rural transplants, new ethnic groups, or other.
- Economic factors regarding the community, such as household incomes and source of payrolls.
- Educational profile of the community.

At the same time, the director and staff can gather facts about the library. Questions to ask include:

- What services are currently being offered?
- How have usage patterns been changing in the past few years?
- What is the composition of the collection? How many books does the library own? How many audiobooks? DVDs? Children's books, etc.?
- What is the *age* of the collection? What is the average publication date for each section of the nonfiction collection?

By discussing these and similar facts about the library and the community, the staff and board can come to some basic conclusions about the library on which to plan future services. A library with a small large-print collection in a community with a stable, aging population may want to buy more large-print books, for example. A science collection with relatively few titles less than one or two years old probably needs updating.

One of the best ways to gather insight regarding your library is to see how it stacks up against current state recommended standards. *Wisconsin Public Library Standards* is updated about every five years. The Standards are not mandatory requirements from the state; rather they are suggestions for basic levels of service organized by library or community size. They suggest such things as basic

collection size for a specific community size. They even recommend a minimum funding requirement for a basic level of library service in the smallest communities. The Standards allow planners to look beyond the confines of their community. (For more information, see *Trustee Essential #12: Library Standards*.)

By talking to other stakeholders, library planners can add to the strength and reliability of their plan as well as obtain buy-in from the public. There is an endless list of individuals and groups that *might* be consulted as part of a basic planning process. Which ones you choose will depend on your particular situation. Suggested players include:

- The mayor and city council (or equivalent)
- Municipal employees such as an economic development officer, senior center director, or recreation department director
- Representatives from the PTA and/or teachers union
- Representatives of active service groups such as Elks, Rotary, or Lions
- Representatives of other social/service organizations such as those representing growing minority populations
- Representatives of the religious community
- Current library users
- Those not currently using the library

You get the picture. The more people you talk to about the community, the more information you will have to create your strategic plan.

### How do you gather information?

Probably the most common mistake library planners make when consulting the community in preparation for a strategic plan is to ask people about the library. Neophyte planners ask what library services people are looking for. The real purpose of consulting all of these community representatives is to find out about *them*—what *they* are doing and what is important in *their* lives and work. The library staff and board are the experts in the broad array of possible library services. It is up to the experts to be creative in proposing new services or changes in services to meet emerging needs. The mayor and city council may be interested in developing tourism in a community, but they may never think of the library as a vehicle for collecting and disseminating local information of interest to tourists. If you ask someone what the library should be like, they will answer based on their preconceptions about what a library is. Instead, inquire about community needs and then apply library resources to fashion the services to help the community fill those needs.

There are a variety of ways to ask this large array of players about community needs. One of the simplest but most effective is simply to invite them to the library or a neutral site and talk to them. Find someone who is experienced in conducting focus group interviews. Construct one or more groups built around particular interests, such as the needs of children in the community or the needs of

immigrants. Assist the interviewer in eliciting the opinions of interested parties regarding what is important to them.

Library planners probably most often gather information by means of surveys. If you decide to use a survey, consider the following:

- What is the specific question you are trying to answer? What hypothesis are you testing?
- Don't ask questions simply for the sake of asking. If you ask whether the respondent went to college, for example, how will having the information affect your investigation? How will you use the information?
- Will your survey reach the target audience? Surveys done in the library are useless for learning the needs and opinions of nonusers. Current library users do not necessarily represent a cross section of the community.
- How will your survey be distributed?
- How will your survey be tabulated?
- Do a pretest. Make sure that your respondents have the same understanding of the questions you do.

Again, consider enlisting the help of someone experienced in writing and conducting surveys before you get started. This doesn't have to cost anything. You may find a volunteer at a local chamber of commerce or a nearby university, or a local resident may be willing to help who has conducted surveys as part of his or her business. Your local library system should be able to offer assistance. If you write your own survey, at the very least have someone critique it for you. A poorly executed survey can have less value than no survey at all. It may even lead you to opposite conclusions from those you might have reached otherwise.

## A Plan Outline

Okay, you've gathered all your information. What do you do with it? A simple plan might be organized like this:

Introduction: Discuss the planning process: Who are you? What are your library and community like? How did you find this out? Who did you consult? How did you consult them? What did you find?

Mission Statement: Which vision of the community are you are trying to support? What is the library's role in supporting that vision? What is the reason the library exists? (See *Sources of Additional Information* below for information about developing a mission statement.)

Service Responses: What are the specific services you will offer and, why?

Activities: Under each service, list the particular activities that will be carried out and what you intend to accomplish. How do these activities relate to the mission of the library?

Evaluation: How will you measure the impact these services are having on the target population? How do you know if you are doing it right? What are your alternatives if you are not?

The specific time frame your plan should cover will depend on how ambitious your plan is, or how many activities you hope to carry out. There is no magic formula that dictates that your plan should last five years, three years, or even one year. Do what makes sense for your library and your community. The most important thing you can do is to be adaptive. Follow your plan and revisit it along the way. Make sure it is taking you where you want to go, and revise it as necessary. At the end of the planning cycle, when all evaluations are in, start over. Create a new plan and perhaps go a little farther in your information-gathering process.

## Special Types of Planning

In addition to general strategic planning for the entire library, you may also want to consider planning projects focusing on special issues such as technology or disaster preparedness.

Many libraries participate in technology planning through their library system and therefore do not need to conduct their own technology planning project. Because new technologies can greatly expand the services and resources offered by a library, it is important that all libraries be involved in some type of technology planning.

Most libraries will rarely experience a severe emergency or natural disaster, but it is best to be prepared, just in case. Fires, floods, tornadoes, and hazardous material accidents can endanger lives, and it is important for libraries to have plans and/or policies in place for dealing with these types of emergencies. It is also important for staff to be trained to handle emergencies properly, including medical emergencies.

Plans and/or policies can also be established to prepare for recovery of library materials after an accident or disaster. The [Wisconsin Public Library Policy Resources](#) page has links to examples of emergency and disaster policies. See below for resources to help with accident and disaster preparedness planning.

## Discussion Questions

1. Has your library had a plan before? What did it deal with? When was it done?
2. Who should be involved on the ground floor? Which staff members? Which board members? Who is available with the necessary expertise, including outside volunteers that might be able to help with the plan?
3. What resources does your library system have to assist you with planning?
4. Are there any other plans out there that you might consult (e.g., a comprehensive development plan written for the municipality; a comprehensive plan written for the school system; any plan written by the chamber of commerce)?
5. What do you hope to accomplish? What will you do with the plan once it is written?
6. How does your library compare with other libraries in similar communities? Do you meet or exceed recommended state standards?
7. Can your library system obtain samples of other strategic plans for your committee to look at? After examining them, ask, What was good about them? What didn't you like?

## Sources of Additional Information

- Your library system staff (See *Trustee Tool B: Library System Map and Contact Information*.)
- *Wisconsin Public Library Standards*
- OWLS webpage on planning ([owlsnet.org/141/planning](http://owlsnet.org/141/planning))
- McClure, Charles R., et al. *Planning and Role Setting for Public Libraries: A Manual of Options and Procedures*. Chicago, IL: ALA, 1987.
- Nelson, Sandra. *The New Planning for Results: A Streamlined Approach*. Chicago, IL: ALA, 2001.
- Van House, Nancy A., et al. *Output Measures for Public Libraries: A Manual of Standardized Procedures*, 2nd ed. Chicago, IL: ALA, 1987.
- Wilson, William James, et al. *Planning for Results: A Public Library Transformation Process*. Chicago, IL: American Library Association, 1998.
- Zweizig, Douglas, et al. *Evaluating Library Programs & Services: TELL IT!* Madison, WI: UW School of Library and Information Studies, 1993.
- “Disaster Preparedness and Recovery.” American Library Association ([www.ala.org/advocacy/govinfo/disasterpreparedness](http://www.ala.org/advocacy/govinfo/disasterpreparedness))

- Western New York Disaster Preparedness and Recovery Manual for Libraries and Archives, Third edition 2003, Western New York Library Resources Council ([www.wnylrc.org/uploads/documents/preservation/disaster\\_preparedness/wnydisaster\\_manual2003.pdf](http://www.wnylrc.org/uploads/documents/preservation/disaster_preparedness/wnydisaster_manual2003.pdf))
- Conservation OnLine (CoOL), Disaster Preparedness and Response ([palimpsest.stanford.edu/bytopic/disasters](http://palimpsest.stanford.edu/bytopic/disasters)).

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

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