

Long Range Plan 2004 to 2006

Brookfield Public Library

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Section 1: Executive Summary & Background

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Executive Summary

In January of 2003, the Library Board began meeting with Waukesha County Federated Library System Director Tom Hennen to develop a long-range plan.

The Brookfield Public Library provides excellent service and offers a wide array of materials, services and programs in a community that demands high quality. The challenge will be maintaining that level of excellence as technological advances and the needs of the community evolve.

“We plan to develop the Brookfield Public Library into the premier digital library in the region while continuing to serve the interests of our traditional print users,” says Board President John Grisa.

Key Objectives for the Plan Period

1. **Ease of access and convenience to the user.** Focus on new and innovative ways of serving library patrons, such as better use of the Internet and improved material pick-up and drop-off capabilities.
2. **Maintain collection, hours and staffing at current levels.** For summary comparison, see Section 4 of main report - State Standards and Brookfield.
3. **Technology Plan.** The board and administration plan to develop a multi-year technology plan by the year 2004. It will include directions for technology. The plan will investigate the following issues:
 - a) Develop a plan for wireless capability in the library for library owned laptops as well as personal laptops.
 - b) 24/7 e-mail reference services.
 - c) Computer-training lab using wireless technology.
 - d) Cyber cafe atmosphere in commons area.
 - e) High tech conference center for business.
 - f) Establish a media center for the public to use the Internet for services such as broadband downloads, printing and scanning.
4. **Establish a foundation.** Establish a Library Foundation that can raise funds for special projects, programs and materials.

Scenarios

At the beginning of the planning process, board members were asked to describe the community context for the library. Board president John Grisa responded with this potential news article for the year 2014.

The New York Times

FINAL EDITION * JUNE 25, 2013 * WWW.NEWYORKTIMEZ.COM

Digital Libraries – Brookfield, WI

By Jackie Davis

Think Milwaukee... Harley-Davidson motorcycles... Miller Beer... and the Marquette Golden Eagles. And now, a suburb just west of Milwaukee has found its own distinguished place in the metro landscape by becoming the epicenter of digital resources for libraries.

It all started in 2003 when the Brookfield Public Library embarked on a program to be a test bed of emerging digital technologies. The idea attracted local youth, who began experimenting with them.

Fast forward 10 years. Those youth have turned their curiosities and passions into three new companies in Brookfield, transforming the local economy.

Trent Ryan was the first to cash in on the digital revolution launched at the library. His invention, the mp3 cell phone, allows book lovers to wirelessly download their favorite books into mobile devices so they can be enjoyed

anywhere. Here's how Ryan saw it... "Everyone was getting a cell phone back then, so I thought why not use that technology as a means of getting books to people." The device allows



The 28,000 sq. ft. addition, complete with lecture hall, bistro and fountains sets the standard for the modern library

you to log onto the Brookfield Library's website, download the text and audio versions of the book so they can be enjoyed anytime someone has a spare moment.

The young inventor has become one of the area's greatest philanthropists. Thanks in large part to his generosity; the city recently celebrated the opening of a 28,000 square foot addition to the library. This includes a 100-seat lecture amphitheatre and is the new home to the Brookfield Young Entrepreneurs Club.

There's a bistro area for local residents to visit with each other while enjoying a cappuccino in a relaxed atmosphere. It also reconfigured the parking area to make access to the library easier. And the new book drop is now curbside, making the return of borrowed materials more convenient. What's Ryan's latest idea? "How about smart books?"

The young inventor dreamed out loud, "I envision books equipped with small chips that will remind library guests when their books are due. People are constantly losing their book receipts.

This will replace them. They can be set to alarm a day before the book is due. Or to display the due date in a little window. And the beauty of this technology is that they can never be lost as they are imbedded on the inside flap."

John Andrews is another youth who saw an idea and took it to even greater heights. Inspired by the new software the library installed in 2003, he developed a standard for shared automation in library systems that has become the market leader worldwide.

Says Andrews, “I took a good idea – shared automation – and made it better.” The local library community seems to agree – what began as a couple of libraries on a single system in 2003 has resulted in 100% participation by all libraries in the Waukesha County Federated Library System.

Worth a reported \$2B, his local baseball team, the Milwaukee Brewers, has just won the World Series for the second straight year.

Finally, teenager Jane Anderson said she just wanted a better way of selecting movies to watch with her friends. She says, “You know how they say you shouldn’t judge a book by its cover. Well, it’s the same with movies. What we wanted was to look on the computer screen at a list of movies and click on the ones we’re interested in and get a preview – the movie trailer along with a review or two.

I asked my Dad if he thought it was possible and he said, ‘Ya.’ I told my friends about it and they said ‘Wo!’ So we fiddled with a few things on our home PC and came up with a few ideas. I got a grant from that Trent Ryan dude, the inventor of the MP3 cell phone and like WOW, we developed this cool new module for the library system.” That cool, new module has now been installed in more than 1000 libraries throughout the US.

What’s next for the Brookfield Library? Board President, Bob Schmidt, says the future is bright. “Our technology intern program is drawing in some of the brightest minds in the world. The annual Library

Technology Conference we host each year has allowed us to showcase both our library as well as the city worldwide. And the new ideas these kids are talking about at the Young Entrepreneur’s Club would blow your mind.”

Schmidt looks into the distance for a moment before closing with, “And to think it all started with adding a few digital resources at the library. It’s a legacy we’ll always have with us thanks to the foresight of the library board and our city leaders.”

Key conclusions about the Brookfield Library are:

1. **Excellence.** The library is well run and serves its clientele very well. The HAPLR library ratings service (see Section 5) ranked Brookfield in the 94th percentile nationally of nearly 800 libraries in its population category.
2. **Shared Automation.** The recent move to upgrade the automated service capability by working with Waukesha Public Library was bold and forward-looking. The move has put the library in a position to upgrade and enhance customer services very cost effectively.
3. **Balance Books and Bytes.** As important as the Internet and electronic data services are, the board and staff remain committed to serving the needs of print users. We will “balance the books and bytes” as we move forward.
4. **Policies are Up To Date.** The library board reviewed the policies and procedures manual of the library using the state recommended standards inventory and other sources. The policies and procedures are up to date and comprehensive and will be reviewed on a periodic basis. Nevertheless, the library will need to continue to watch policy developments regarding privacy of records, especially electronic records.
5. **Collection Size is Excellent.** State voluntary standards define four levels of standards: basic, moderate, enhanced and excellent. The county standards are set at the **basic** or minimum level. Currently the library is at an enhanced or excellent level for most areas of the collection by comparison to library peers statewide. The goal is to get the collection size to stay at these exemplary level while aggressively weeding the collection for outdated items. For specific information, see the State Standards portion of Section 4 or the Collection Development Goals in Section 3.
6. **Building.** The current 50,000 square foot building, built in 1990, serves the community well. The building is fully handicapped accessible, although further work may be necessary on accessibility of the computer workstations and the electronic catalog. While parking is limited and somewhat inconvenient at times, the facility is well stocked and maintained. It has sufficient equipment for the present. The challenge for the future will be to maintain it while upgrading the technological infrastructure.
7. **Staffing.** The library exceeds standards for staffing at present levels. The HAPLR ratings information in Section 5, and the Library Data for Wisconsin libraries both demonstrate that the level of staffing has been translated into high levels of services, programs and patron use of the library.
8. **Technology.** At present, the library has an adequate number of computer workstations, but the workstations are in fixed positions. The installation of wireless capability in the building would add to the flexibility and utility of these stations, but privacy and copyright issues will need to be addressed. One of the key objectives is to develop a technology plan.
9. **Marketing Plan.** Because of changes in the demographic nature of the community, as well as the rapidly changing technological environment, there is a major need for additional marketing and public relations work. The library needs to develop an ongoing marketing plan.

Library Data for Southeastern Wisconsin Libraries of Comparable Size

Comparing the Brookfield Public Library on a per capita basis to its 19 peer libraries of comparable size, we can proudly say that the overall Library operates efficiently and effectively. The Brookfield Library circulation is 40% more than other communities the same size. While the Library is well funded with an operating budget almost twice that of comparable communities, the effective mil rate for the Library in Brookfield is 20% below that of comparable communities. A significant portion of the Brookfield Library’s operating budget each year goes directly for new materials. The Library spends 85% more than comparable communities on materials to support the high level of circulation.

Section 2: Planning Environment

Community Background

The Brookfield Public Library provides excellent service and offers a wide array of materials, services and programs in a community that demands high quality. The challenge will be maintaining that level of excellence as technological advances and the needs of the community evolve.

The City of Brookfield began as a bedroom community of Milwaukee, but has grown and evolved into a vibrant and vital discrete community with highly desirable residential properties. The commercial tax base is sufficient to keep residential taxes relatively modest. It also has a well-educated and affluent, but aging, populace that demands top-notch performance from all municipal services.

Most perceive the school system as excellent. That adds to the pressures for state-of-the-art library resources to augment those of the school system. The community especially emphasizes and prizes business services and children's services.

Excellent municipal leadership in recent years emphasized long-range planning in all areas and at all levels to ensure the continued health and prosperity of Brookfield. The community attempts to balance the services offered to its residents whose homes range in value from approximately \$100,000 to over \$1 million.

Library Strengths

The library serves the needs of the community well. The materials, children's programs, adult programs and other services meet the varying needs of the community. The library has a dedicated staff and a community that has been supportive of the library's needs. The newer facility, built in 1990, has helped the library achieve its mission.

The library rates well by most objective measures of library services. It has a high level of visits and circulation. In fact, it has one of the best ratings in the state. (As based on the HAPLR system which rates public libraries in the United States using the latest data from almost 9,000 U.S. libraries).

Library Weaknesses

While the library has been supportive of the community's needs, there is a lack of connectedness between residents and the library. There is no "community group" supporting or advocating for the library. In addition, the library and its board has struggled with the future vision of the library. It is hard to answer the question, "What will the library be like in 20 years, other than what it is today." That is one key reason this Long Range Plan has been created.

The library needs to maintain a positive image as the best reflection and resource of the community. There is a need for more positive publicity and information about programs and services. There is presently no advertising budget, no "flash."

Challenges

The expectations of the well-paid and professional residents are often very high and are likely to remain so. Meanwhile, the community is turning toward redevelopment because portions of the community that were developed 60 and 70 years ago need to be redeveloped and revitalized which may create new and different needs for the Library. At the same time, the funding difficulties at the state level and the likely reductions in funding to the city will make it increasingly difficult to maintain that service level.

Various housing options, including higher density developments in targeted areas with mixed uses such as housing, retail, office, are in either the planning or development stages. In the future, we expect an aging population and a change of population from strictly single family home residential. We will have senior housing and multi-family dwellings, which will mean a more diverse population of young, old, single individuals, and traditional families. We will have more clustered development and the bike paths will provide more connection among neighborhoods. All of these changes will have an impact on the Library needs of the community. There will be more groups needing specific services than the Library has offered in the past. The traditional focus of the Library on children and single family adults will expand to include an elderly population as well as more adults without children.

Opportunities

There is a continuing community need for creating areas of the community with gathering places and a sense of community feeling – an important role for the public library, of course. The opportunity exists to build an effective library foundation because when libraries help build community, communities repay the favor.

The library must build on its already strong base to keep up with the ever-changing technology. Brookfield residents are even more technologically adept than most.

Renewing the commitment to partnerships with the Park and Recreation Department, the Sharon Lynne Wilson Center for the Arts, public and private schools, and civic organizations, will bear fruit in wider use and acceptance of the library and its mission.

Vision and Mission

Vision Statement - City of Brookfield (Brookfield Year 2020 Master Plan)

This vision holds that Brookfield's future lies in enhancing the quality of its public and private built and natural environment so as to ensure its competitive advantage well into the 21st century. Brookfield will be a city where the parklands and natural landscape provide spaces for recreation as well as connecting safe and attractive neighborhoods, and where superior schools, high quality public services, a wide range of employment, broad based commercial services all help to create a unique community that is highly desirable to families and business alike.

Mission Statement - City of Brookfield (Brookfield Year 2020 Master Plan)

The mission of the City of Brookfield is to work cooperatively with public and private entities, providing leadership in the pursuit of the development and maintenance of high quality neighborhoods complimented by a strong commercial sector and superior schools. The City is committed to protecting and preserving its parklands, environmentally sensitive lands, and green spaces, and integrating these assets into a system for community-wide benefit. The City needs to provide high quality municipal services in a cost-effective manner. The City must plan and provide for ongoing development and maintenance of the public infrastructure and provide a safe environment to assure the future attractiveness of the community.

Vision Statement - Brookfield Public Library

The Brookfield Public Library will support the vision and mission of the City of Brookfield by striving to provide the broadest possible spectrum of residents with the information resources to meet their current and future educational, informational and recreational needs. The Brookfield Public Library envisions a future where all individuals and families are lifelong learners who recognize the value of reading and other forms of gaining knowledge.

Mission Statement - Brookfield Public Library

The Brookfield Public Library is an essential community information service that provides materials and programs in support of lifelong learning, recreational and educational interests of a diverse and ever-changing community.

Library Values

- The Brookfield Public Library is committed to quality library service. Staff is committed to assisting library users to find, use, and evaluate information sources. They strive to meet the demand for popular materials, and to ensure that use of the library facility is a pleasant experience. All users are served fairly and equally.
- The Brookfield Public Library is committed to **intellectual freedom** and the need for the library's collections to represent many different points of view. Individuals are responsible for making their own choices regarding appropriateness of materials, and parents / guardians are responsible for the choices made for their children.
- The Brookfield Public Library is committed to **education**. Staff work to provide service for students, teachers, and independent learners, and to provide learning opportunities for all members of the community.
- The Brookfield Public Library is committed to providing **basic library services at no charge**. This includes general access to online resources. Some optional services may carry a fee.
- The Brookfield Public Library respects **intellectual property rights and copyright law**. These legal rights may affect access to resources and remote accessibility.
- The Brookfield Public Library acknowledges that funding controls our ability to fund hardware, collections, formats, and services. Staff strives to support **technological growth** within our tax-supported budget, and to expand the funds available through system contributions and donations, and other fund sources.
- The Brookfield Public Library views **technology as a means to an end for better library services**, and not an end in itself. Staff is committed to assisting and providing training educational opportunities.
- The Brookfield Public Library honors **diversity**, and seeks to represent diversity in its collections, programs, services, and other areas.

Public Library Service Roles

The Public Library Association has recommended that libraries consider focusing their activities by choosing some of the 13 possible “Public Library Service Responses.” In an effort to realize its mission, the Library Board of Trustees has chosen to focus on three major services roles:

Popular Materials Library: to feature current, high-demand, high-interest materials in a variety of formats for persons of all ages. Examples:

- shelving displays to enhance and promote interest
- multiple copies of popular materials and best-sellers
- video, audio CDs and tapes, books-on-tape, CD-ROM
- reader's advisory service from trained professionals
- enhanced collections such as fine arts, business, travel

Preschoolers' Door to Learning: to encourage children to develop and sustain an interest in reading and learning through services for children, parents and other caregivers. Examples:

- extensive programming that includes story times; school class and other
- group visits; after-school, weekend, and holiday events; and puppet shows
- supplemental book lists for parents and care-givers to encourage reading to children
- cooperative programs with day care providers and schools
- computerized homework center and public PCs
- Internet access

Reference Library: to actively provide timely, accurate and useful information for community residents in their pursuit of job-related and personal interests. Examples:

- enhanced business reference collection and services
 - “Ready Reference” telephone service
 - online electronic resources in-house
- access to *Badgerlink* and County-provided online resources
- Internet access
- study rooms and public PCs
- skilled and approachable reference staff
- public instruction on the use of resources in all formats

Stakeholders

It is essential that a variety of key stakeholders interact cooperatively to ensure a responsive, strong, and viable public library within the Brookfield community.

- **Residents of Brookfield and the Local Service Area.** The library's patrons expect a high level of access to a wide variety of materials, services, programs, equipment, and technologies in a cost-effective manner. They require exceptional customer service from qualified and trained staff. Brookfield residents expect to use any of the 16 WCFLS libraries and to link with other information providers through state-of-the-art electronic networks.
- **Library Staff and Volunteers.** Staff and volunteers are essential resources. They are dedicated to quality service and serve as an indispensable bridge between the library user and other stakeholders.
- **The Mayor and Common Council.** City administrators expect the library to participate in and adhere to the overall vision and Master Plan for Brookfield. They expect competent administration of the facility, its staff, and the budget. High quality, enhanced services, provided in the most cost-effective and efficient manner, are valued.
- **Other City Departments.** The Library is one member of the team of internal service departments that administer city services. The Library works closely with the Mayor, Parks and Recreation, Human Resources, Information Technology, the City Attorney, and Finance and Accounting.
- **Waukesha County Federated Library System (WCFLS).** The WCFLS is bound by State statute to distribute State aid and County reimbursement dollars to promote resource sharing among its members. As one of sixteen public libraries in Waukesha County, the Brookfield Public Library looks to the WCFLS to:
 - facilitate access to programs and materials among System libraries
 - provide continuing education programs
 - provide a timely and functional inter-library loan system (with van delivery)
 - secure adequate funding to allow the library to provide service to non-residents without diluting the ability to maintain or improve local services
 - ensure the benefits of collective access to information resources both within and from outside of the county (ex. *Badgerlink*, and other online services)
 - provide guidance and vision for future library services.
- **Division for Libraries and Community Learning (DLCL).** The Division's mission is to provide leadership, consultation, and services to assure that all Wisconsin citizens have access to high quality library services either directly or through cooperative arrangements. The Division coordinates statewide library planning and research, facilitates inter-library loan and state aid payments, and maintains a library to supplement the resources of other libraries in the state. It develops standards for service, personnel, and facilities; and plays a major role in the development and implementation of library legislation.
- **Library Board of Trustees.** Chapter 43 of the Wisconsin Statutes gives control of library funds, property, and expenditures to the Board of Trustees. The Board works cooperatively with the library director and staff to make informed decisions on the strategic direction and focus of the Library. Successful team efforts at this level ensure that the policies, services, and programs of the public library are targeted to meet the needs of the community both now and in the future.

Section 3: Goals & Objectives

This section includes the Goals and Objectives chosen for the library during the planning period.

There are five main sections:

1. Administration
2. Personnel
3. Automated Services & Technology
4. Collection
5. Programs and Services

Goal One: Administration

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Goal One: Administration: Administer the library to meet the service requirements and policies established by the Library Board and funded by the Common Council.															
Adm	A	1	Annually review the library long-range plan and policy manual.		X				X				X		
Adm	A	2	Annually calculate the minimum requirements for meeting county and state standards and the related costs. Communicate resulting budget needs to the council.	X				X				X			
Adm	A	3	Maintain staffing levels at about the same 33 FTE level as at present. This puts the library at the <i>excellent level</i> by state standards.				X				X				X
Adm	A	4	Establish and annually implement a program of staff training in emergency procedures such as fire, medical emergencies and related issues. Involve municipal emergency and police officials.				X				X				X
Adm	A	5	At least annually have a meeting between the staff and the library board to discuss public service goals. Communicate the results of the meeting as appropriate.			X				X				X	
Adm	A	6	Perform research on developing a Library Foundation.	X											
Objective 1.1: Develop and administer the annual budget consistent with policies approved by the Library Board, and guidelines provided by the City.															
Adm	1.1	1	Prepare background information for the next budget cycle. Research all means of cost containment and fiscal flexibility allowable within Statutes and laws. Identify pressure points and service initiatives that require funding or that can be reduced.			X				X				X	
Adm	1.1	2	Prepare capital improvements budget with consideration to the City guidelines, for facilities and automation plans, and other service initiatives.			X				X				X	
Adm	1.1	3	Establish training and development budget equivalent to 1% of the entire library-operating budget.				X				X				X

Goal One: Administration (Continued)

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q4	Q1	Q2	Q3	Q4	
Objective 1.2: Keep informed of current service needs, interests, and developments in the library, librarianship, and in critical service areas (ex. technology).															
Adm	1.2	1	Prepare plans and policies for library services with the participation, review, and approval of the Library Board. Implement those plans and policies through the library's contract service providers, other City departments, and appropriate outside sources. Assess effectiveness and revise as necessary.	Continuous activity.											
Adm	1.2	2	Conduct surveys and other measures of library service; prepare reports. Utilize to target and improve internal materials and services.									X			
Adm	1.2	3	Prepare records and reports: monthly quarterly, annually	Continuous activity.											
Adm	1.2	4	Read professional literature; participate in local, state, and national conferences and workshops to keep abreast of library trends and developments.	As needed and appropriate											
Adm	1.2	5	Provide opportunities for the members of the Board of Trustees to participate in conferences, workshops, seminars, and visits to other library facilities.	As needed and appropriate											
Adm	1.2	6	Foster involvement and understanding of common issues through reciprocal visits with other Library Boards in the Waukesha County system.	As needed and appropriate											
Objective 1.3: Maintain good working relationships with City departments, administrators, and the Common Council.															
Adm	1.3	1	Participate in City initiatives	As needed and appropriate											
Adm	1.3	2	Support other department's objectives to increase citizens' overall awareness of city's programs and services	As needed and appropriate											
Adm	1.3	3	Provide such library services as may be of assistance (ex. literature search, periodicals acquisition, and reference) directly to members of the Council, or other departments.	As needed and appropriate											
Adm	1.3	4	Encourage administrators and council members to utilize the services of the Library.	As needed and appropriate											
Adm	1.3	5	Provide information on programs and services via newsletters, brochures, etc.	As needed and appropriate											

Goal One: Administration (Continued)

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 1.4: Maintain good working relationships with professional peer groups.															
Adm	1.4	1	Participate in the Waukesha County Federated Library System: Attend WCFLS Board meetings, participate in Task Force activities, serve as member of WCFLS strategic planning committee, serve on WCFLS special interest committees, participate in Alliance of Public Librarians (APL), and serve on APL special interest committees.	As needed and appropriate.											
Adm	1.4	2	Participate in the Wisconsin Library Association: cooperate with library advocacy promotions, support appropriate State library legislation, and work on WLA Public Relations Committee, supervisory staff to be encouraged to work on WLA committees.	As needed and appropriate.											
Adm	1.4	3	Actively support the efforts of the American Library Association, Round Tables, and the Library Council of Metropolitan Milwaukee to advocate for and promote legislative library initiatives.	As needed and appropriate.											
Adm	1.4	4	Maintain awareness of current library legislative issues, especially at the Federal and State levels. Advocate and endorse legislation that promotes and strengthens interests, services, and funding.	As needed and appropriate.											
Objective 1.5: Be responsive to the information needs of the community.															
Adm	1.5	1	Increase visibility of the Library through pro-active working relationships with media.	As needed and appropriate.											
Adm	1.5	2	Library Board and staff are encouraged to network within the community, and participate in civic organizations.	As needed and appropriate.											
Adm	1.5	3	Conduct formal planning activities to set objectives; re-examine goals, programs, services; and identify the needs of the community and develop response strategies.				X								
Adm	1.5	4	Monitor library service hours -adjust as needed.	As needed and appropriate.											
Adm	1.5	5	Seek partnerships to support and supplement the provision of library materials services (e.g.: work with the Parks and Recreation Dept. on programs).	As needed and appropriate.											
Objective 1.6: Library facilities will be clean, well maintained, conveniently located and of adequate size.															
Adm	1.6	1	Regularly review library technology needs as they relate to the facility.	As needed and appropriate.											

Goal Two: Personnel

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Goal Two: Personnel. Provide for a cohesive, qualified, and highly motivated staff to accomplish the service goals of the Library. Recognize staff as an important resource.															
Objective 2.1: Keep channels of communication open with all levels of staff to promote procedures and the enforcement of policies.															
Pers	2.1	1	Conduct regular administrative and department staff meetings.	Continuous activity.											
Pers	2.1	2	Provide training (both in-house and from outside sources) to develop good listening and customer service skills at all levels.	As needed and appropriate.											
Pers	2.1	3	Encourage cross-training of staff and participation in the library planning process. Increase staff awareness of the inter-relationships of all library services.	Continuous activity.											
Pers	2.1	4	Keep staff informed of library-related issues and events -locally and statewide.	Continuous activity.											
Pers	2.1	5	Conduct quarterly meetings with staff and representatives of the Library Board.	Every quarter.											
Objective 2.2: Provide a positive, creative, and motivational work environment.															
Pers	2.2	1	Promote pro-active management at the supervisory and administrative levels through appropriate coaching, counseling, team-building, and interpersonal skills.	Continuous activity.											
Pers	2.2	2	Provide opportunities for staff training and professional growth within and outside the library.	Continuous activity.											
Pers	2.2	3	Set personal employee goals on an annual basis, review progress quarterly. Conduct employee performance planning and evaluation. Provide appropriate and visible recognition.				X								
Pers	2.2	4	Demonstrate respect and trust in staff members by empowering them to perform to the best of their ability with minimal intervention, while maintaining open lines of communication with administrative staff.	Continuous activity.											
Pers	2.2	5	Actively encourage staff to look for creative solutions to job challenges, and to develop innovative approaches to library services.	Continuous activity.											

Goal Two: Personnel (Continued)

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 2.3: Provide for staffing levels sufficient to achieve the library's mission.															
Pers	2.3	1	Hire and train qualified staff to meet expected service levels												
Pers	2.3	2	Guide, monitor, and evaluate the work of staff. Maintain current job descriptions. Evaluate performance based on both job description and personal goals.												
Pers	2.3	3	Continue to develop and expand the use of volunteers, particularly in visible programs such as book discussion groups, and provision of programs. Involve students and interns when at all possible for a mutually beneficial partnership.												
Pers	2.3	4	Monitor workloads and continually look for ways to streamline internal operations that will maximize staff productivity.												
Pers	2.3	5	Outsource those activities that can be more efficiently and cost-effectively accomplished from outside the Library.												
Objective 2.4: Administer the library union contract.															
Pers	2.4	1	Follow the provisions of the current contract.												
Pers	2.4	2	Encourage dialogue between the management team, the Board, and library staff on current concerns.												
Pers	2.4	3	Negotiate new contract in conjunction with the City's Human Resource Department.									X			

Goal Three: Automated Services

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Goal Three: Automated Services. Utilize appropriate technological alternatives in providing enhanced information and delivery.															
Tech	A	1	Develop plan for wireless capability in the library for library owned laptops as well as personal laptops.			X			X						
Tech	A	2	Continue to plan for automated services with CAFÉ consortium (Catalog Access For Everyone).	Continuous activity.											
Tech	A	3	Investigate feasibility of fundraising on the web.			X			X						
Tech	A	4	Move toward state suggested minimum standard for public access workstations of at least 1 per 35 user visits per day. At present use rate this means at least 25 public access computers.				X				X				X
Tech	A	5	Develop a multi-year technology plan..			X									

Objective 3.1: To maintain a user-friendly automated system.															
Tech	3.1	1	Review library operating system options with appropriate stakeholders to assure that functional requirements, internal and external user needs, and expectations for a user-friendly system are met.		X										
Objective 3.2: Provide broad access and service through electronic resources.															
Tech	3.2	1	Utilize resources available through the Waukesha County Federated Library System and the State of Wisconsin.	Continuous activity.											
Tech	3.2	2	Provide public-access workstations for word processing, spreadsheet, database, CD-ROM, and Internet access functions.	Continuous activity.											
Tech	3.2	3	Provide training sessions for the public on use of electronic resources.	Continuous activity.											
Tech	3.2	4	Develop and maintain a strong library presence on the worldwide web.	Continuous activity.											
Objective 3.3: Provide internal and external expertise to maximize use and efficiency of the, network and online access capabilities.															
Tech	3.3	1	Send staff to continuing education workshops and training sessions.	Continuous activity.											
Tech	3.3	2	Provide in-house training.	Continuous activity.											
Tech	3.3	3	Keep staff up-to-date on changes to the system, software and services.	Continuous activity.											

Goal Three: Automated Services (Continued)

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 3.4: Monitor product development and integrate innovative technologies.															
Tech	3.4	1	Encourage supervisory staff to set up and/ or attend product demonstrations and to contact vendors for information on new products and services.												
Tech	3.4	2	Stay informed about new technological developments affecting libraries. Investigate feasibility of implementing new technologies.												
Tech	3.4	3	All supervisory staff should participate in the <i>Wislib</i> online bulletin board from the Division for Libraries and Community Learning. The DLTCCL web site should be monitored for announcements and direction taking place at the State level.												
Tech	3.4	4	Network with colleagues, particularly county and statewide, to maintain an awareness of new technologies and services that are becoming available.												
Objective 3.5: Maintain a current Library Technology Plan.															
Tech	3.5	1	Revise Brookfield's Library Technology Plan following the guidelines by the Dept. of Public Instruction Division for Libraries and Community Learning.							X					X

Goal Four: Collection Development

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Goal Four: Collection Development. To develop and maintain a diverse and dynamic collection regardless of format, the Library's mission and service roles.															
Objective 4.1: Maintain collection standards and benchmarks.															
Coll	4.1	1	Meet or exceed a total collection size at the moderate level by state standards.	X				X				X			
Coll	4.1	2	Maintain the base materials budget at the excellent level by state standards.				X				X				X
Coll	4.1	3	Meet or exceed an annual book addition rate of about 11,000 volumes. This is a book replenishment rate allowing for a complete replacement of the collection in just under 13 years.	X				X				X			
Coll	4.1	4	Meet or exceed an annual book-weeding rate of 10,000 volumes. This rate would allow for an increase in book collection size of 1,000 volumes per year.	X				X				X			
Coll	4.1	5	Plan to maintain the periodical collection between the enhanced and excellent rate by state standards.	X				X				X			
Coll	4.1	6	Maintain audio collection at between the moderate and enhanced rate by state standards.	X				X				X			
Coll	4.1	7	Maintain video & DVD collection at the moderate to enhanced rate.	X				X				X			
Coll	4.1	8	Evaluate the collection development plan annually based on usage in each Dewey Decimal category.	X				X				X			

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 4.2: Conduct regular collection maintenance activities.															
Coll	4.2	1	Analyze collection use reports. Remove outdated materials and replace following established de-selection cycle.	Continuous activity.											
Coll	4.2	2	Adjust call number/location designations and subject headings to maximize their browse-ability.	Continuous activity.											
Coll	4.2	3	Repair and recondition materials as needed.	Continuous activity.											

Goal Four: Collection Development (Continued)

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 4.3: Track collection use and utilize results to improve the collection.															
Coll	4.3	1	Conduct annual user fill rate survey.	X				X				X			
Coll	4.3	2	Conduct annual reference survey.	X				X				X			
Coll	4.3	3	Conduct annual in-house use survey.	X				X				X			
Coll	4.3	4	Track collection turnover rates and shifts in material use annually.	X				X				X			
Coll	4.3	5	Establish methods to track use of non-print materials and resources electronically, either in-house or via the web site.	X											
Objective 4.4: Purchase new materials and information resources.															
Coll	4.4	1	Hold monthly materials selection meetings.	Continuous activity.											
Coll	4.4	2	Solicit input from the public via inter-library loan requests, purchase consideration forms, public suggestion boxes, and other means.	Continuous activity.											
Coll	4.4	3	Participate in acquisition programs such as Baker and Taylor Lease Plan to maximize quantity and timely availability of popular materials, materials with high numbers of reserves.	Continuous activity.											
Coll	4.4	4	Watch for developing formats (ex: E-books) and incorporate into collection based on community need and expectation.	Continuous activity.											
Objective 4.5: Effectively promote the collection: Prepare and distribute reading lists and web-site recommendations to integrate new technologies with the traditional.															
Coll	4.5	1	Host programs that will encourage the public to look for supplemental print and electronic resources.	Continuous activity.											
Coll	4.5	2	Package and display materials for ease of use and visibility.	Continuous activity.											
Coll	4.5	3	Provide outreach to organizations and individuals (ex: library use instruction to school classes, online catalog classes for seniors.)	Continuous activity.											
Coll	4.5	4	Ensure that the layout and display of collections are user-friendly.	Continuous activity.											
Coll	4.5	5	Provide all community organizations that use the meeting rooms with suggestions for areas of the library's material collections that may be of interest to them.	Continuous activity.											

Goal Five: Programs and Services

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Goal 5: Programs and Services. Provide programs and services that support the Library's mission and service, and that augment the collection.															
Objective 5.1: Periodically assess accessibility and program development.															
Prog	5.1	1	Do periodic assessments for meeting Americans with Disabilities Act requirements for accessibility, especially with regard to use of computer and audio-visual equipment and meeting accessibility.	X				X				X			
Prog	5.1	2	Maintain open hours at 66 hours per week. This puts the library at between the moderate and enhanced level by state standards.	X				X				X			
Prog	5.1	3	Expand book clubs for adult readers. Provide for at least six sessions for discussion groups.	Continuous activity.											
Prog	5.1	4	Establish group meetings and workshops in such areas as Investments, Gardening, etc. Meet or exceed adult attendance at such meetings at an average of 20 per meeting and at least 10 meetings per year.	Continuous activity.											
Prog	5.1	5	Perform a user survey to evaluate user needs at least once every three years. Report on the results and recommended changes to the board and city council.						X						
Prog	5.1	6	Enhance current web page as time permits. Use it as a tool for communicating information about the library and for receiving public comment on services.	Continuous activity.											
Prog	5.1	7	Provide classes for the public on Internet access, how to use computers, parental supervision of children's' Internet use, and so forth.	Continuous activity.											
Objective 5.2: Provide programs for children that stimulate their interests and develop an appreciation for reading and learning.															
Prog	5.2	1	Conduct summer reading programs, puppet shows, toddler lap-sits, story hours, book talks, school visits, and special family or seasonal events.	Continuous activity.											
Prog	5.2	2	Prepare special interest displays, handouts, and reading lists.	Continuous activity.											
Prog	5.2	3	Publish a monthly newsletter and events calendar.	Continuous activity.											
Prog	5.2	4	Cooperate with schools, caregivers, home school parents, day care centers, and civic organizations to promote library services to children.	Continuous activity.											
Prog	5.2	5	Provide book discussion groups for children.	Continuous activity.											

Goal Five: Programs and Services (Continued)

Goal	Obj	Task	Task	2004				2005				2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 5.3: Provide programs for young adults.															
Prog	5.3	1	Provide a book discussion group for youth.	Continuous activity.											
Prog	5.3	2	Encourage participation in special programs (ex: Jason Project, Milwaukee Bucks Reading Challenge) that reflect the diversity of interests of the young adult population.	Continuous activity.											
Prog	5.3	3	Partner with the schools to identify the needs and interest of teens. Look for creative ways to involve and interest teens in library services.	Continuous activity.											
Objective 5.4: Provide programs for adults.															
Prog	5.4	1	Sponsor book discussion groups.	Continuous activity.											
Prog	5.4	2	Sponsor programs that address community, continuing education, job-related and quality of life issues.	Continuous activity.											
Prog	5.4	3	Partner with the Parks & Recreation Dept. to enhance programs for adults.	Continuous activity.											
Objective 5.5: Provide support services appropriate in a library setting.															
Prog	5.5	1	Provide and maintain functional copiers, public computers, microfilm reader/printers, and other equipment needed to access the library's collections and services.	Continuous activity.											
Prog	5.5	2	Cooperate with other City departments to provide programs, displays, and A/V materials that foster citizen involvement in and awareness of community initiatives.	Continuous activity.											

Goal Five: Programs and Services (Continued)

Goal	Obj	Task	Task	2004				2005				2006					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Objective 5.6: Provide accurate and timely reference and reader's advisory services.																	
Prog	5.6	1	Adequately staff adult and children's reference desks during open hours.	Continuous activity.													
Prog	5.6	2	Improve reference service by providing ongoing training for staff.	Continuous activity.													
Prog	5.6	3	Develop and implement instructional classes for the public.	Continuous activity.													
Prog	5.6	4	Provide booklists, brochures, and other supplemental material that promote use of the collection, electronic resources, and services.	Continuous activity.													
Prog	5.6	5	Implement online reference service through the web site.										X				
Objective 5.7: Address Internet and emerging technologies.																	
Prog	5.7	1	Review computer hardware and software needs annually.			X					X					X	
Prog	5.7	2	The library will cooperate with the City and the WCFLS in the development of computer based information systems.	Continuous activity.													
Prog	5.7	3	The Library, along with the Information Technology Dept., will look to acquire, maintain, repair and replace the technological infrastructure.	Continuous activity.													
Objective 5.8: Actively market/promote library materials and services.																	
Prog	5.8	1	Develop and annually review a Marketing Plan.	X				X					X				
Prog	5.8	2	Target one major photo opportunity each quarter for newspaper coverage.	Continuous activity.													
Prog	5.8	3	Develop and enhance the library presence on the City web site.	Continuous activity.													
Prog	5.8	4	Identify non-users and develop strategies to draw them to library services.	Continuous activity.													
Prog	5.8	5	Develop strategies to increase awareness within the community of the depth of library services.	Continuous activity.													
Prog	5.8	6	Host programs in parks and other community locations.	Continuous activity.													
Prog	5.8	7	Be alert to ways to make the library a gathering place for the community.	Continuous activity.													

Section 4: Demographics, Statistics, Financial

Circulation

2002 Library Circulation Data for City Residents

Community	Brookfield	Waukesha P.L.	Elm Grove	Other Libraries	Totals
Brookfield	418,085	23,986	22,946	10,218	475,235
Other county non-library communities	51,584	415,211	1,148	404,244	872,187
Other county library communities	77,554	131,058	3,877	227,808	440,297
All other	934	934,197	75,234	3,216,040	2,438,686
Totals	548,157	1,504,452	103,205	3,858,310	4,226,405
Ratio by column					
Brookfield	76.3%	1.6%	22.2%	0.3%	11.2%
Other county non-library communities	9.4%	27.6%	1.1%	10.5%	20.6%
Other county library communities	14.1%	8.7%	3.8%	5.9%	10.4%
All other	0.2%	62.1%	72.9%	83.4%	57.7%
Totals	100.0%	100.0%	100.0%	100.0%	100.0%
Ratio by row					
Brookfield	88.0%	5.0%	4.8%	2.2%	100.0%
Other county non-library communities	5.9%	47.6%	0.1%	46.3%	100.0%
Other county library communities	17.6%	29.8%	0.9%	51.7%	100.0%
All other	0.0%	38.3%	3.1%	131.9%	100.0%
Totals	13.0%	35.6%	2.4%	91.3%	100.0%

Population density and traffic patterns as well as state and county policies result in considerable circulation traffic among the communities of Brookfield, Elm Grove and Waukesha. The chart above indicates current use patterns at libraries and by residents.

Ratio By Column: lines 11 to 15 indicate percent of library use at Brookfield as well as other county residents as a percentages by column. For instance, column B, lines 11 through 14 indicate that Brookfield residents borrowed 76.3% of the items that Brookfield checked out, other county non library community residents checked out 9.4% of the items, other library community residents (mostly Elm Grove) borrowed 14.1% of the items and all other residents borrowed just 0.2%. The remaining columns indicate the use rates at nearby libraries and other libraries in the county. Thus, the 23,986 items loaned to Brookfield City residents by the Waukesha Public Library in Column C, Row 4 amounted to 1.6% of Waukesha Public Library's circulation, and so forth.

Ration by Row: Rows 18 to 22 look at the use ratios across rows rather than down columns. As line 18 indicates, Brookfield residents borrowed 88.0% of their items from the Brookfield library, 5.0% from Waukesha, 4.8% from Elm Grove, and 2.2% from all other libraries in the county.

Population projections.

	<i>City</i>	<i>Service area</i>
Population 2000	38649	44335
Projected 2005	43000	49326
Projected 2020	47000	53915

The state library agency annually assigns a portion of the 83,000 county residents without their own library to communities with libraries. The assignment is based on library use. This constitutes the service area.

Waukesha County Library Standards

Standard		Minimum	Actual
Materials Spending	Per capita	\$4.96	\$8.63
Collection Size	Per capita	3.60	4.00
Total Staff	Per 1,000 residents	0.50	0.84
Hours Open	Per week	62	66
Library service Effort Ratio		95%	103%

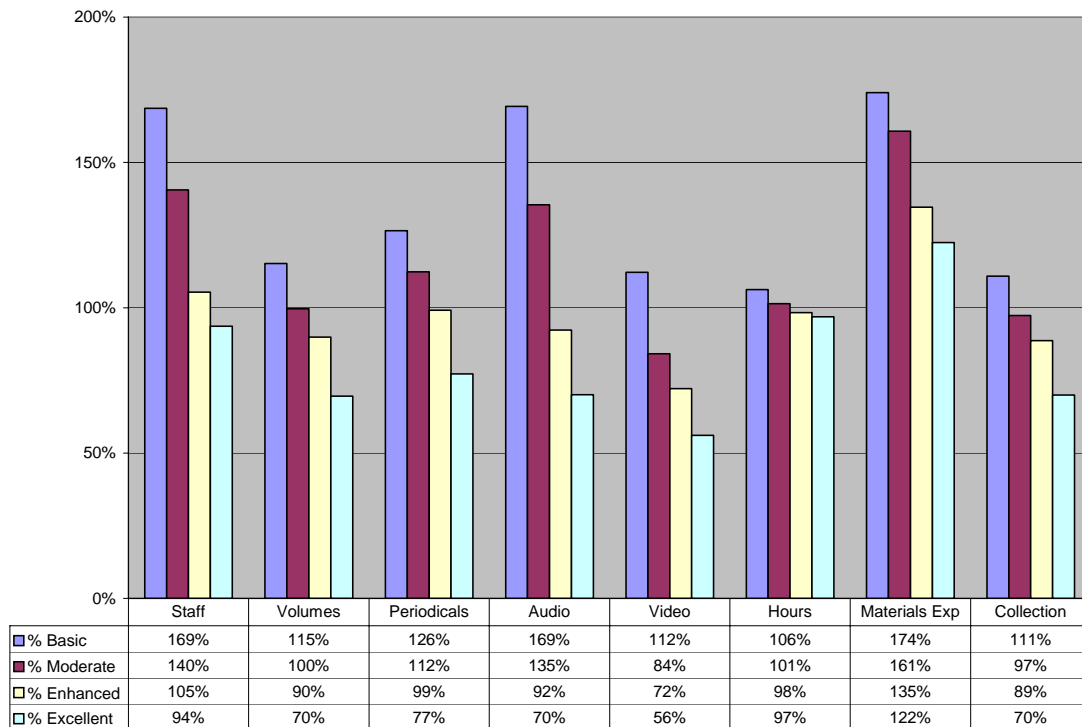
See Appendix for further information, including definition of the Library Service Effort Ratio (LSER). The county standards are being phased in through 2007, but the Brookfield exceeds all county standards now. The LSER measures whether a library is a crossover lender or borrower. That is, whether more it lends more materials to other library community residents than it borrows. Brookfield, with a ratio above 100%, is a net lender.

State Standards and Brookfield Actual Amounts

Municipal Population Basis	Basic	Moderate	Enhanced	Excellent	2002 Actual
Staff FTE*	19.3	23.2	30.9	34.8	32.6
Volumes Held (Print)*	123,677	143,001	158,461	204,840	142,503
Periodical Titles Received*	309	348	394	506	391
Audio Recordings Held	4,638	5,797	8,503	11,208	7,851
Video Recordings Held	3,478	4,638	5,411	6,957	3,903
Hours Open per Week*	62	65	67	68	66
Materials Expenditures*	\$191,699	\$207,545	\$247,740	\$272,475	\$333,567
Collection Size (Print, Audio & Video)	139,136	158,461	173,921	220,299	154,257

Service Population Basis	Basic	Moderate	Enhanced	Excellent	2002 Actual
Staff FTE*	17.7	22.2	26.6	31.0	32.6
Volumes Held (Print)*	115,271	133,005	141,872	172,907	142,503
Periodical Titles Received*	284	337	403	439	391
Audio Recordings Held	4,434	5,764	7,980	8,867	7,851
Video Recordings Held	3,547	3,990	5,320	7,537	3,903
Hours Open per Week*	62	65	67	69	66
Materials Expenditures*	\$146,306	\$175,123	\$185,320	\$231,429	\$333,567
Collection Size (Print, Audio & Video)	119,705	146,306	159,606	199,508	154,257

Brookfield Public Library is above state “basic” levels for all measures. It is close to or exceeds excellent levels for hours, staffing and materials budget. The other measures are mostly moderate to enhanced. Video and audio holdings are lower than expected.



Current Budget, Capital Needs and Multi-year projections

The strategic objectives outlined in this plan call for the development of both marketing and technology plans. While there is a potential for increased costs, there should be a corresponding increase in utilization.

Library	2002 Actual	2003 Budgeted	2004 Est.
Municipal	1,764,198	2,076,222	2,138,096
County	283,288	297,452	315,299
State	3,619	3,619	3,619
Intersystem	1,452	1,234	1,065
Federal	0	0	0
Other	49,298	52,000	56,000
Revenue Total *	2,101,855	2,430,527	2,514,079
Salaries	1,034,561	1,097,205	1,115,605
Benefits	301,761	347,515	377,935
Materials	333,567	346,269	353,769
Other Operating	380,451	285,233	290,787
Operating Expend Total	2,050,340	2,076,222	2,138,096
Debt Retirement	537,883	Not available	Not available
Capital	2,450	0	0
Capital and Debt Retirement	540,333	0	0

*Indirect costs not deducted for 2003 & 2004

Equalized valuation projections

<i>State Equalized Valuations (Tax Base)</i>		
	<i>City</i>	<i>Increase</i>
Equalized Valuation for 1999	\$3,769,389,600	
Equalized Valuation for 2003	\$4,810,269,600	28%
Projected Equalized Valuation for 2007	\$5,483,707,344	14%

Most library support comes from the property tax. Taxes are typically measured as a tax per \$1,000 of property value or 'mil rate.' The library portion of a City of Brookfield 2003 tax bill included \$0.35 for every \$1000 of property. That means that the owner of a \$100,000 home paid \$35.00 for library services.

Library Planners need to look at what planners call "tax capacity." That is the amount of property value behind the average taxpayer in a community. The state average for the 20 Wisconsin communities in Brookfield's population category was \$58,246. Brookfield's tax capacity was more than twice that amount at \$124,460. What that means is that the same mil rate generates twice as much money in Brookfield as it would in most other Wisconsin communities.

The tax base has been growing at a high rate and the chart above projects continued, though lower, rates of growth.

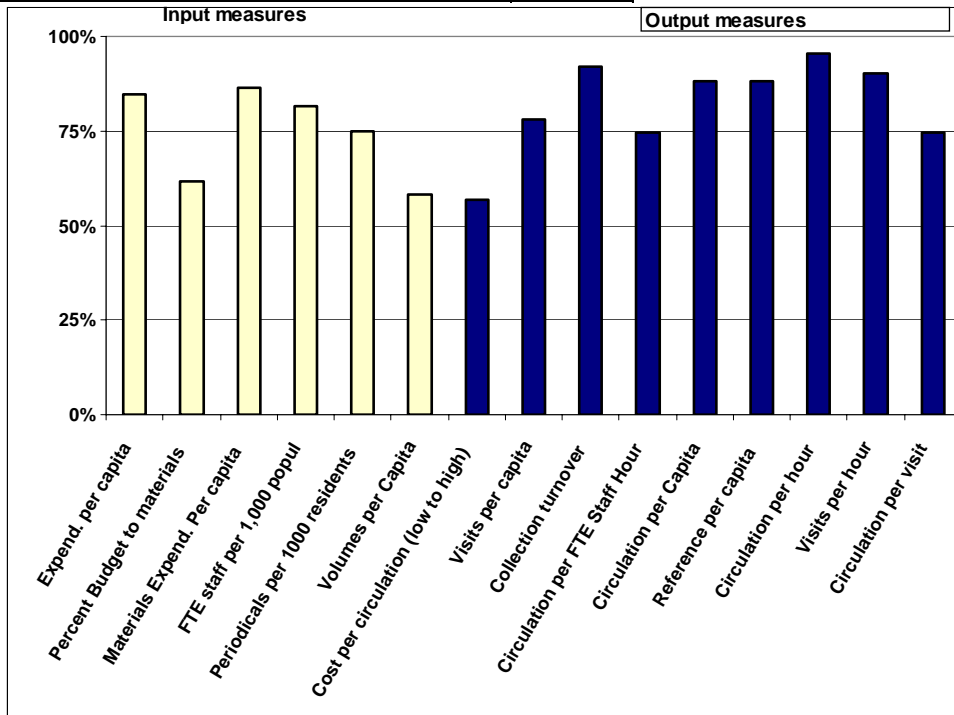
Section 5: Appendix Materials

HAPLR Rating for Brookfield Library

Hennen's American Public Library Rating Index ©	
BROOKFIELD PUBLIC LIBRARY	
April 5, 2003	

Number of Libraries in this Population Category: 877

HALPR Score for this Library	791
Rank of Libraries in this population category	50
Percentile	94%



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Table 1. Data, Rank and Percentile

Number of Libraries in this Population Category: 877

HALPR Score for this Library	791
Rank of Libraries in this population category	50
Percentile	94%

Name of Library **BROOKFIELD PUBLIC LIBRARY**

Address 1900 N. CALHOUN RD.
 City BROOKFIELD
 State WI
 Zip 53005

Population	44,335
FTE Staff	32.6
Collection Expend.	\$306,849
Total Expend.	\$1,870,226
Book Volumes	132,244
Periodical Subscr	410
Hours of service	3,427
Visits	288,164
Reference	72,150
Circulation	538,656

Note that population used is the **service area population** assigned by the Federal State Cooperative Service (U.S. Department of Education) not the census data population of the community.

Factor	Amount	Rank of 877	Percentile
Expend. per capita	\$42.18	133	85%
Percent Budget to materials	16.4%	335	62%
Materials Expend. Per capita	\$6.92	120	86%
FTE staff per 1,000 popul	0.73	163	81%
Periodicals per 1000 residents	9.2	219	75%
Volumes per Capita	3.2	368	58%
Cost per circulation (low to high)	\$3.47	378	57%
Visits per capita	6.5	192	78%
Collection turnover	3.8	69	92%
Circulation per FTE Staff Hour	7.9	223	75%
Circulation per Capita	12.1	104	88%
Reference per capita	1.6	103	88%
Circulation per hour	157.2	40	95%
Visits per hour	84.1	85	90%
Circulation per visit	1.9	222	75%

INPUT DATA

OUTPUT DATA

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Table 2. Percentile Comparisons for Input and Output Measures

Number of Libraries in this Population Category: 877

An example of how to read the data in this table: Regarding expenditure per capita, the table tells us that the HALPR Index is weighted at 3 for this factor. An amount of \$33.15 or more would put a library above the 75th percentile, whereas an amount below \$12.43 would put it below the 25th percentile.

Measurement Category	HALPR Weight	BROOKFIELD PUBLIC LIBRARY	75th Percentile	50th Percentile	25th Percentile
Expend. per capita	3	\$42.18	\$33.15	\$21.66	\$12.43
Percent Budget to materials	2	16.4%	18.1%	15.1%	12.3%
Materials Expend. Per capita	2	\$6.92	\$5.25	\$3.20	\$1.71
FTE staff per 1,000 popul	2	0.7	0.7	0.5	0.3
Periodicals per 1000 residents	1	9.2	9.2	6.2	4.0
Volumes per Capita	1	3.2	3.9	2.9	2.0
Cost per circulation (low to high)	3	\$3.47	\$2.76	\$3.77	\$5.17
Visits per capita	3	6.5	6.2	4.2	2.3
Collection turnover	2	3.8	2.7	2.0	1.4
Circulation per FTE Staff Hour	2	7.9	8.0	6.0	4.4
Circulation per Capita	2	12.1	9.3	5.8	3.1
Reference per capita	2	1.6	1.0	0.5	0.3
Circulation per hour	2	157.2	79.7	45.3	23.8
Visits per hour	1	84.1	57.3	35.1	17.0
Circulation per visit	1	1.9	1.9	1.4	1.1

The HALPR Index adds the scores for each library within a population category to develop a weighted score. The population categories change at 50,000; 250,000; 100,000; 50,000; 25,000; 10,000; 5,000; 2,500 and 1,000. The HALPR Index is similar to an ACT or SAT score with a theoretical minimum of 1 and a maximum of 1,000, although most libraries score between 260 and 730. The index includes data for print services, book checkouts, reference service, funding and staffing. It excludes audio and video data, as well as Internet access and other electronic measurement.

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Table 3. National Scores and Percentiles for Libraries Closest to Library's Population Size

Number of Libraries in this Population Category: 877

NATIONAL Comparisons	BROOKFIELD PUBLIC LIBRARY	CHAPEL HILL PUBLIC LIBRARY	BELOIT PUBLIC LIBRARY	ART CIRCLE PUBLIC LIBRARY	SISKIYOU COUNTY FREE LIBRARY	BELLEVILLE P.L.
City	BROOKFIELD	CHAPEL HILL	BELOIT	CROSSVILLE	YREKA	BELLEVILLE
State	WI	NC	WI	TN	CA	IL
Zip	53005	27514	53511	38555	96097	62220
Population	44,335	44,343	44,344	44,291	44,200	44,165
HAPLR Rating	791	800	669	406	364	514
Overall Percentile Rank	94%	95%	79%	34%	28%	51%
Expend. per capita	\$42.18	\$35.31	\$35.19	\$6.76	\$20.83	\$19.71
Percent Budget to materials	16.4%	14.4%	14.1%	20.8%	9.1%	14.6%
Materials Expend. Per capita	\$6.92	\$5.08	\$4.97	\$1.40	\$1.90	\$2.87
FTE staff per 1,000 popul	0.7	0.7	0.6	0.1	0.4	0.4
Periodicals per 1000 residents	9.2	4.8	7.2	2.1	5.4	8.0
Volumes per Capita	3.2	3.0	3.5	0.7	3.7	2.8
Cost per circulation (low to high)	\$3.47	\$2.21	\$4.23	\$2.64	\$4.21	\$3.30
Visits per capita	6.5	7.1	5.7	2.2	2.6	3.7
Collection turnover	3.8	5.4	2.4	3.5	1.3	2.1
Circulation per FTE Staff Hour	7.9	11.0	6.5	8.4	6.6	8.0
Circulation per Capita	12.1	16.0	8.3	2.6	4.9	6.0
Reference per capita	1.6	1.1	2.4	0.4	0.5	0.7
Circulation per hour	157.2	206.3	119.0	36.3	18.6	48.3
Visits per hour	84.1	91.6	81.0	31.3	9.8	29.6
Circulation per visit	1.9	2.3	1.5	1.2	1.9	1.6

Note that population used is the service area population assigned by the Federal State Cooperative Service (U.S. Department of Education) not the census data population of the community. The FSCS web site is at: <http://nces.ed.gov/surveys/public.html#contents>.

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Table 3A. State Scores and Percentiles for Libraries Closest to Library's Population Size

Number of Libraries in this Population Category: 877

STATE Comparisons	BROOKFIELD PUBLIC LIBRARY	MARINETTE COUNTY CONSOLIDATED PUBLIC LIBRARY	SUPERIOR PUBLIC LIBRARY	SHAWANO CITY-COUNTY LIBRARY	BELOIT PUBLIC LIBRARY	WAUWATOSA PUBLIC LIBRARY
City	BROOKFIELD	MARINETTE	SUPERIOR	SHAWANO	BELOIT	WAUWATOSA
State	WI	WI	WI	WI	WI	WI
Zip	53005	54143	54880	54166	53511	53213
Population	44,335	43,384	43,287	40,628	44,344	47,432
HAPLR Rating	791	628	590	498	669	815
Overall Percentile Rank	94%	71%	64%	49%	79%	97%
Expend. per capita	\$42.18	\$15.43	\$24.99	\$15.17	\$35.19	\$36.03
Percent Budget to materials	16.4%	18.3%	11.8%	16.7%	14.1%	13.6%
Materials Expend. Per capita	\$6.92	\$2.82	\$2.94	\$2.53	\$4.97	\$4.89
FTE staff per 1,000 popul	0.7	0.3	0.5	0.4	0.6	0.6
Periodicals per 1000 residents	9.2	15.9	6.5	3.7	7.2	7.1
Volumes per Capita	3.2	5.6	3.0	3.2	3.5	4.0
Cost per circulation (low to high)	\$3.47	\$1.75	\$3.30	\$2.54	\$4.23	\$2.33
Visits per capita	6.5	7.5	6.5	4.4	5.7	7.2
Collection turnover	3.8	1.6	2.5	1.9	2.4	3.9
Circulation per FTE Staff Hour	7.9	12.3	6.9	7.5	6.5	13.0
Circulation per Capita	12.1	8.8	7.6	6.0	8.3	15.4
Reference per capita	1.6	0.8	0.4	0.8	2.4	5.9
Circulation per hour	157.2	38.1	105.0	25.1	119.0	221.6
Visits per hour	84.1	32.2	90.2	18.3	81.0	103.3
Circulation per visit	1.9	1.2	1.2	1.4	1.5	2.1

Note that population used is the service area population assigned by the Federal State Cooperative Service (U.S. Department of Education) not the census data population of the community. The FSCS web site is at: <http://nces.ed.gov/surveys/public.html#contents>.

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Census Data – Narrative

The unemployment rate at 2.8% in the 2000 Census was considerably lower than U.S. or state rates.

- The commuting time for a Brookfield resident is lower than county, state or national rates, but almost everyone commutes by private vehicle rather than by public transportation, bike or foot.
- The 51% rate for management and professional employment was higher than county, state and national rates.
- With 55% of household incomes at \$75,000 or higher, Brookfield residents have much greater income than state or national averages, and do marginally better than even most county residents. At over \$100,000, median income is twice the state average.
- Brookfield residents have a high level of educational attainment – 49% have a bachelor’s degree or higher, nearly twice the national average; 94% have a high school diploma compared to 80% nationally.
- Disability rates at every age level are lower in Brookfield than in the county, state or nation.
- People in Brookfield tend to stay put – by the 2000 census 64% were in the same home as in 1995 compared to 54% nationally.
- Nearly 9% of Brookfield residents speak a language other than English in the home. That is lower than the national average, but higher than found on average in the county or state.

**U.S. Census Data 2000 for U.S., Wisconsin, Waukesha County and Brookfield City
Census Data Educational Statistics**

	A	B	C	D	E	F	G	H	I
1	Subject	U.S.	WI	Wk Co	Brkfld C	U.S.	WI	Wk Co	Brkfld C
2	SCHOOL ENROLLMENT	Number	Number	Number	Number	Percent	Percent	Percent	Percent
3	Population 3 years and over enrolled in school	76,632,927	1,463,038	97,499	10,497	100.0	100.0	100.0	100.0
4	Nursery school, preschool	4,957,582	85,045	7,209	708	6.5	5.8	7.4	6.7
5	Kindergarten	4,157,491	81,072	5,455	600	5.4	5.5	5.6	5.7
6	Elementary school (grades 1-8)	33,653,641	639,162	44,128	5,036	43.9	43.7	45.3	48.0
7	High school (grades 9-12)	16,380,951	329,222	23,003	2,717	21.4	22.5	23.6	25.9
8	College or graduate school	17,483,262	328,537	17,704	1,436	22.8	22.5	18.2	13.7
9									
10	EDUCATIONAL ATTAINMENT	Number	Number	Number	Number	Percent	Percent	Percent	Percent
11	Population 25 years and over	182,211,639	3,475,878	241,299	26,645	100.0	100.0	100.0	100.0
12	Less than 9th grade	13,755,477	186,125	5,537	573	7.5	5.4	2.3	2.2
13	9th to 12th grade, no diploma	21,960,148	332,292	13,873	1,015	12.1	9.6	5.7	3.8
14	High school graduate (includes equivalency)	52,168,981	1,201,813	66,651	5,073	28.6	34.6	27.6	19.0
15	Some college, no degree	38,351,595	715,664	54,483	5,257	21.0	20.6	22.6	19.7
16	Associate degree	11,512,833	260,711	18,492	1,673	6.3	7.5	7.7	6.3
17	Bachelor's degree	28,317,792	530,268	57,050	8,360	15.5	15.3	23.6	31.4
18	Graduate or professional degree	16,144,813	249,005	25,213	4,694	8.9	7.2	10.4	17.6
19		U.S.	WI	Wk Co	Brkfld C				
20	Percent high school graduate or higher	80.4	85.1	92.0	94.0	(X)	(X)	(X)	(X)
21	Percent bachelor's degree or higher	24.4	22.4	34.1	49.0	(X)	(X)	(X)	(X)
22									
23	MARITAL STATUS	Number	Number	Number	Number	Percent	Percent	Percent	Percent
24	Population 15 years and over	221,148,671	4,239,561	283,034	30,488	100.0	100.0	100.0	100.0
25	Never married	59,913,370	1,153,197	61,666	5,656	27.1	27.2	21.8	18.6
26	Now married, except separated	120,231,273	2,383,565	182,972	21,312	54.4	56.2	64.6	69.9
27	Separated	4,769,220	49,955	1,760	146	2.2	1.2	0.6	0.5
28	Widowed	14,674,500	269,611	16,106	1,920	6.6	6.4	5.7	6.3
29	Female	11,975,325	220,044	13,191	1,572	5.4	5.2	4.7	5.2
30	Divorced	21,560,308	383,233	20,530	1,454	9.7	9.0	7.3	4.8
31	Female	12,305,294	209,478	11,870	886	5.6	4.9	4.2	2.9
32									
33	GRANDPARENTS AS CAREGIVERS	Number	Number	Number	Number	Percent	Percent	Percent	Percent
34	Grandparent living in household with one or more ov	5,771,671	55,983	2,643	360	100.0	100.0	100.0	100.0
35	Grandparent responsible for grandchildren	2,426,730	23,687	842	73	42.0	42.3	31.9	20.3
36									
37	VETERAN STATUS	Number	Number	Number	Number	Percent	Percent	Percent	Percent
38	Civilian population 18 years and over	208,130,352	3,993,440	265,910	28,479	100.0	100.0	100.0	100.0
39	Civilian veterans	26,403,703	514,213	33,258	3,921	12.7	12.9	12.5	13.8
40									
41	DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION								
42	Population 5 to 20 years	64,689,357	1,258,268	82,300	9,083	100.0	100.0	100.0	100.0
43	With a disability	5,214,334	98,981	4,705	469	8.1	7.9	5.7	5.2
44									
45	Population 21 to 64 years	159,131,544	3,018,794	210,455	20,651	100.0	100.0	100.0	100.0
46	With a disability	30,553,796	449,699	21,461	1,671	19.2	14.9	10.2	8.1
47	Percent employed	56.6	61.7	68.1	68.3	(X)	(X)	(X)	(X)
48	No disability	128,577,748	2,569,095	188,994	18,980	80.8	85.1	89.8	91.9
49	Percent employed	77.2	83.1	84.6	81.4	(X)	(X)	(X)	(X)
50									
51	Population 65 years and over	33,346,626	662,813	40,856	6,352	100.0	100.0	100.0	100.0
52	With a disability	13,978,118	242,237	12,932	1,685	41.9	36.5	31.7	26.5
53									
54	RESIDENCE IN 1995	Number	Number	Number	Number	Percent	Percent	Percent	Percent
55	Population 5 years and over	262,375,152	5,022,073	337,664	36,625	100.0	100.0	100.0	100.0
56	Same house in 1995	142,027,478	2,836,232	197,914	23,346	54.1	56.5	58.6	63.7
57	Different house in the U.S. in 1995	112,851,828	2,121,312	136,699	12,741	43.0	42.2	40.5	34.8
58	Same county	65,435,013	1,233,211	66,032	4,567	24.9	24.6	19.6	12.5
59	Different county	47,416,815	888,101	70,667	8,174	18.1	17.7	20.9	22.3
60	Same state	25,327,355	549,993	51,743	5,748	9.7	11.0	15.3	15.7
61	Different state	22,089,460	338,108	18,924	2,426	8.4	6.7	5.6	6.6
62	Elsewhere in 1995	7,495,846	64,529	3,051	538	2.9	1.3	0.9	1.5

Education Statistics (continued)

	A	B	C	D	E	F	G	H	I
62 Subject	U.S.	WI	Wk Co	Brkfld C	U.S.	WI	Wk Co	Brkfld C	
63 Elsewhere in 1995	7,495,846	64,529	3,051	538	2.9	1.3	0.9	1.5	
64									
65 NATIVITY AND PLACE OF BIRTH	Number	Number	Number	Number	Percent	Percent	Percent	Percent	
66 Total population	281,421,906	5,363,675	360,767	38,807	100.0	100.0	100.0	100.0	
67 Native	250,314,017	5,169,924	347,750	36,360	88.9	96.4	96.4	93.7	
68 Born in United States	246,786,466	5,137,296	346,071	36,167	87.7	95.8	95.9	93.2	
69 State of residence	168,729,388	3,939,488	277,666	27,382	60.0	73.4	77.0	70.6	
70 Different state	78,057,078	1,197,808	68,405	8,785	27.7	22.3	19.0	22.6	
71 Born outside United States	3,527,551	32,628	1,679	193	1.3	0.6	0.5	0.5	
72 Foreign born	31,107,889	193,751	13,017	2,447	11.1	3.6	3.6	6.3	
73 Entered 1990 to March 2000	13,178,276	90,728	4,229	607	4.7	1.7	1.2	1.6	
74 Naturalized citizen	12,542,626	76,223	7,241	1,526	4.5	1.4	2.0	3.9	
75 Not a citizen	18,565,263	117,528	5,776	921	6.6	2.2	1.6	2.4	
76									
77 REGION OF BIRTH OF FOREIGN BORN	Number	Number	Number	Number	Percent	Percent	Percent	Percent	
78 Total (excluding born at sea)	31,107,573	193,744	13,017	2,447	100.0	100.0	100.0	100.0	
79 Europe	4,915,557	52,213	5,483	1,192	15.8	26.9	42.1	48.7	
80 Asia	8,226,254	62,762	3,988	926	26.4	32.4	30.6	37.8	
81 Africa	881,300	4,812	193	49	2.8	2.5	1.5	2.0	
82 Oceania	168,046	1,046	109	29	0.5	0.5	0.8	1.2	
83 Latin America	16,086,974	65,683	2,552	155	51.7	33.9	19.6	6.3	
84 Northern America	829,442	7,228	692	96	2.7	3.7	5.3	3.9	
85									
86 LANGUAGE SPOKEN AT HOME	Number	Number	Number	Number	Percent	Percent	Percent	Percent	
87 Population 5 years and over	262,375,152	5,022,073	337,664	36,625	100.0	100.0	100.0	100.0	
88 English only	215,423,557	4,653,361	317,650	33,448	82.1	92.7	94.1	91.3	
89 Language other than English	46,951,595	368,712	20,014	3,177	17.9	7.3	5.9	8.7	
90 Speak English less than "very well"	21,320,407	148,910	6,413	1,013	8.1	3.0	1.9	2.8	
91 Spanish	28,101,052	168,778	7,267	298	10.7	3.4	2.2	0.8	
92 Speak English less than "very well"	13,751,256	76,697	2,957	132	5.2	1.5	0.9	0.4	
93 Other Indo-European languages	10,017,989	124,719	9,781	2,130	3.8	2.5	2.9	5.8	
94 Speak English less than "very well"	3,390,301	36,736	2,421	621	1.3	0.7	0.7	1.7	
95 Asian and Pacific Island languages	6,960,065	61,447	2,474	649	2.7	1.2	0.7	1.8	
96 Speak English less than "very well"	3,590,024	31,942	917	253	1.4	0.6	0.3	0.7	
97									
98 ANCESTRY (single or multiple)	Number	Number	Number	Number	Percent	Percent	Percent	Percent	
99 Total population	281,421,906	5,363,675	360,767	38,807	100.0	100.0	100.0	100.0	
100 Total ancestries reported	287,304,886	6,477,169	466,653	49,470	102.1	120.8	129.4	127.5	
101 Arab	1,202,871	8,935	436	52	0.4	0.2	0.1	0.1	
102 Czech ¹	1,703,930	110,801	6,691	602	0.6	2.1	1.9	1.6	
103 Danish	1,430,897	72,160	4,112	295	0.5	1.3	1.1	0.8	
104 Dutch	4,542,494	149,777	6,797	687	1.6	2.8	1.9	1.8	
105 English	24,515,138	347,854	27,858	2,821	8.7	6.5	7.7	7.3	
106 French (except Basque) ¹	8,325,509	206,139	14,388	1,295	3.0	3.8	4.0	3.3	
107 French Canadian ¹	2,435,098	64,302	3,299	350	0.9	1.2	0.9	0.9	
108 German	42,885,162	2,289,585	180,852	17,899	15.2	42.7	50.1	46.1	
109 Greek	1,153,307	15,449	2,005	370	0.4	0.3	0.6	1.0	
110 Hungarian	1,398,724	23,945	3,024	515	0.5	0.4	0.8	1.3	
111 Irish ¹	30,594,130	583,062	47,168	5,708	10.9	10.9	13.1	14.7	
112 Italian	15,723,555	172,567	21,027	2,997	5.6	3.2	5.8	7.7	
113 Lithuanian	659,992	13,379	833	20	0.2	0.2	0.2	0.1	
114 Norwegian	4,477,725	454,831	19,940	2,052	1.6	8.5	5.5	5.3	
115 Polish	8,977,444	497,726	46,878	4,370	3.2	9.3	13.0	11.3	
116 Portuguese	1,177,112	2,250	270	12	0.4	-	0.1	-	
117 Russian	2,652,214	32,823	2,354	309	0.9	0.6	0.7	0.8	
118 Scotch-Irish	4,319,232	39,368	2,937	434	1.5	0.7	0.8	1.1	
119 Scottish	4,890,581	55,679	4,343	566	1.7	1.0	1.2	1.5	
120 Slovak	797,764	14,513	1,766	309	0.3	0.3	0.5	0.8	
121 Sub-Saharan African	1,781,877	13,640	273	26	0.6	0.3	0.1	0.1	
122 Swedish	3,998,310	149,977	9,357	1,012	1.4	2.8	2.6	2.6	
123 Swiss	911,502	59,090	3,126	417	0.3	1.1	0.9	1.1	
124 Ukrainian	892,922	8,032	556	77	0.3	0.1	0.2	0.2	
125 United States or American	20,625,093	189,283	12,461	1,335	7.3	3.5	3.5	3.4	
126 Welsh	1,753,794	28,184	3,006	307	0.6	0.5	0.8	0.8	
127 West Indian (excluding Hispanic groups)	1,869,504	3,147	89	9	0.7	0.1	-	-	
128 Other ancestries	91,609,005	870,671	40,807	4,624	32.6	16.2	11.3	11.9	

Census Data Economic Statistics

	A	B	C	D	E	F	G	H	I	J
1		Nation	State	County	Brkfld		Nation	State	County	Brkfld
2	Subject	Number	Number	Number	Number		Percent	Percent	Percent	Percent
3	EMPLOYMENT STATUS									
4	Population 16 years and over	217,168,077	4,157,030	277,331	29,810		100.0	100.0	100.0	100.0
5	In labor force	138,820,935	2,872,104	201,060	19,353		63.9	69.1	72.5	64.9
6	Civilian labor force	137,668,798	2,869,236	200,991	19,353		63.4	69.0	72.5	64.9
7	Employed	129,721,512	2,734,925	195,290	18,807		59.7	65.8	70.4	63.1
8	Unemployed	7,947,286	134,311	5,701	546		3.7	3.2	2.1	1.8
9	Percent of civilian labor force	5.8	4.7	2.8	2.8		(X)		(X)	(X)
10	Armed Forces	1,152,137	2,868	69	0		0.5	0.1	-	-
11	Not in labor force	78,347,142	1,284,926	76,271	10,457		36.1	30.9	27.5	35.1
12										
13	Females 16 years and over	112,185,795	2,127,011	141,929	15,630		100.0	100.0	100.0	100.0
14	In labor force	64,547,732	1,363,825	93,174	8,833		57.5	64.1	65.6	56.5
15	Civilian labor force	64,383,493	1,363,383	93,164	8,833		57.4	64.1	65.6	56.5
16	Employed	60,630,069	1,306,432	90,816	8,554		54.0	61.4	64.0	54.7
17										
18	Own children under 6 years	21,833,613	399,076	28,005	2,651		100.0	100.0	100.0	100.0
19	All parents in family in labor force	12,787,501	273,021	17,894	1,634		58.6	68.4	63.9	61.6
20										
21	COMMUTING TO WORK									
22	Workers 16 years and over	128,279,228	2,690,704	192,602	18,496		100.0	100.0	100.0	100.0
23	Car, truck, or van -- drove alone	97,102,050	2,138,832	167,527	16,539		75.7	79.5	87.0	89.4
24	Car, truck, or van -- carpooled	15,634,051	267,471	13,758	1,006		12.2	9.9	7.1	5.4
25	Public transportation (including taxicab)	6,067,703	53,340	1,306	94		4.7	2.0	0.7	0.5
26	Walked	3,758,982	100,301	2,891	81		2.9	3.7	1.5	0.4
27	Other means	1,532,219	25,365	1,012	76		1.2	0.9	0.5	0.4
28	Worked at home	4,184,223	105,395	6,108	700		3.3	3.9	3.2	3.8
29	Mean travel time to work (minutes)	25.5	20.8	22.2	19.5		(X)	(X)	(X)	(X)
30										
31	Employed civilian population 16 years and over	129,721,512	2,734,925	195,290	18,807		100.0	100.0	100.0	100.0
32	OCCUPATION									
33	Management, professional, and related occupations	43,646,731	857,205	78,848	9,646		33.6	31.3	40.4	51.3
34	Service occupations	19,276,947	383,619	19,485	1,417		14.9	14.0	10.0	7.5
35	Sales and office occupations	34,621,390	690,360	55,471	5,290		26.7	25.2	28.4	28.1
36	Farming, fishing, and forestry occupations	951,810	25,725	268	8		0.7	0.9	0.1	-
37	Construction, extraction, and maintenance occupation	12,256,138	237,086	15,365	748		9.4	8.7	7.9	4.0
38	Production, transportation, and material moving occup	18,968,496	540,930	25,853	1,698		14.6	19.8	13.2	9.0
39										
40	INDUSTRY									
41	Agriculture, forestry, fishing and hunting, and mining	2,426,053	75,418	867	23		1.9	2.8	0.4	0.1
42	Construction	8,801,507	161,625	12,236	841		6.8	5.9	6.3	4.5
43	Manufacturing	18,286,005	606,845	41,374	3,165		14.1	22.2	21.2	16.8
44	Wholesale trade	4,666,757	87,979	9,495	911		3.6	3.2	4.9	4.8
45	Retail trade	15,221,716	317,881	22,844	2,379		11.7	11.6	11.7	12.6
46	Transportation and warehousing, and utilities	6,740,102	123,657	7,965	600		5.2	4.5	4.1	3.2
47	Information	3,996,564	60,142	5,982	649		3.1	2.2	3.1	3.5
48	Finance, insurance, real estate, and rental and leasing	8,934,972	168,060	15,378	1,751		6.9	6.1	7.9	9.3
49	Professional, scientific, management, administrative, and	12,061,865	179,503	18,345	2,152		9.3	6.6	9.4	11.4
50	Educational, health and social services	25,843,029	548,111	38,621	4,373		19.9	20.0	19.8	23.3
51	Arts, entertainment, recreation, accommodation and food	10,210,295	198,528	10,414	907		7.9	7.3	5.3	4.8
52	Other services (except public administration)	6,320,632	111,028	7,590	638		4.9	4.1	3.9	3.4
53	Public administration	6,212,015	96,148	4,179	418		4.8	3.5	2.1	2.2
54										
55	CLASS OF WORKER									
56	Private wage and salary workers	101,794,361	2,217,490	169,531	16,099		78.5	81.1	86.8	85.6
57	Government workers	18,923,353	340,792	16,716	1,571		14.6	12.5	8.6	8.4
58	Self-employed workers in own not incorporated business	8,603,761	167,248	8,659	1,083		6.6	6.1	4.4	5.8
59	Unpaid family workers	400,037	9,395	384	54		0.3	0.3	0.2	0.3

Economic Statistics (Continued)

	A	B	C	D	E	F	G	H	I	J
		Nation	State	County	Brkfld		Nation	State	County	Brkfld
60										
61	INCOME IN 1999									
62	Households	105,539,122	2,086,304	135,450	13,985		100.0	100.0	100.0	100.0
63	Less than \$10,000	10,067,027	148,964	3,698	281		9.5	7.1	2.7	2.0
64	\$10,000 to \$14,999	6,657,228	121,366	4,416	255		6.3	5.8	3.3	1.8
65	\$15,000 to \$24,999	13,536,965	264,897	9,696	739		12.8	12.7	7.2	5.3
66	\$25,000 to \$34,999	13,519,242	276,033	12,097	1,008		12.8	13.2	8.9	7.2
67	\$35,000 to \$49,999	17,446,272	377,749	19,686	1,644		16.5	18.1	14.5	11.8
68	\$50,000 to \$74,999	20,540,604	474,299	33,478	2,928		19.5	22.7	24.7	20.9
69	\$75,000 to \$99,999	10799245	226374	23264	2443		10.2	10.9	17.2	17.5
70	\$100,000 to \$149,999	8147826	133719	18749	2411		7.7	6.4	13.8	17.2
71	\$150,000 to \$199,999	2322038	30598	5115	912		2.2	1.5	3.8	6.5
72	\$200,000 or more	2,502,675	32,305	5,251	1,364		2.4	1.5	3.9	9.8
73	Median household income (dollars)	41,994	43,791	62,839	76,225		(X)	(X)	(X)	(X)
74										
75	With earnings	84,962,743	1,706,803	115,585	11,308		80.5	81.8	85.3	80.9
76	Mean earnings (dollars)	56,604	53,084	75,376	100,250		(X)	(X)	(X)	(X)
77	With Social Security income	27084417	550044	32452	4201		25.7	26.4	24.0	30.0
78	Mean Social Security income (dollars)	11,320	11,811	13219	14675		(X)	(X)	(X)	(X)
79	With Supplemental Security Income	4,615,885	71,359	2,609	235		4.4	3.4	1.9	1.7
80	Mean Supplemental Security Income (dollars)	6320	6330	6917	6651		(X)	(X)	(X)	(X)
81	With public assistance income	3,629,732	35,695	956	49		3.4	1.7	0.7	0.4
82	Mean public assistance income (dollars)	3,032	2,533	3,045	3,869		(X)	(X)	(X)	(X)
83	With retirement income	17,659,058	327,570	22,525	2,683		16.7	15.7	16.6	19.2
84	Mean retirement income (dollars)	17,376	15,759	16,097	19,480		(X)	(X)	(X)	(X)
85										
86	Families	72,261,780	1,395,037	101,008	11,318		100	100	100	100
87	Less than \$10,000	4,155,386	49,392	1,070	103		5.8	3.5	1.1	0.9
88	\$10,000 to \$14,999	3,115,586	42,055	943	70		4.3	3.0	0.9	0.6
89	\$15,000 to \$24,999	7757397	127576	4025	339		10.7	9.1	4.0	3.0
90	\$25,000 to \$34,999	8,684,429	161,209	6,754	670		12.0	11.6	6.7	5.9
91	\$35,000 to \$49,999	12,377,108	260,429	13,358	1,215		17.1	18.7	13.2	10.7
92	\$50,000 to \$74,999	16,130,100	384,735	27,556	2,466		22.3	27.6	27.3	21.8
93	\$75,000 to \$99,999	9,009,327	196,614	20,617	2,134		12.5	14.1	20.4	18.9
94	\$100,000 to \$149,999	6,936,210	118,408	17,282	2,190		9.6	8.5	17.1	19.3
95	\$150,000 to \$199,999	1,983,673	27,061	4,658	845		2.7	1.9	4.6	7.5
96	\$200,000 or more	2,112,564	27,558	4,745	1,286		2.9	2.0	4.7	11.4
97	Median family income (dollars)	50046	52911	71773	83691		(X)	(X)	(X)	(X)
98										
99	Per capita income (dollars)	21,587	21,271	29,164	37,292		(X)	(X)	(X)	(X)
100	Median earnings (dollars):									
101	Male full-time, year-round workers	37,057	37,062	49,232	62,351		(X)	(X)	(X)	(X)
102	Female full-time, year-round workers	27,194	25,865	31,643	37,589		(X)	(X)	(X)	(X)
103										
104	POVERTY STATUS IN 1999 (below poverty level)									
105	Families	6,620,945	78,188	1,674	157		(X)	(X)	(X)	(X)
106	Percent below poverty level	(X)	(X)	(X)	(X)		9.2	5.6	1.7	1.4
107	With related children under 18 years	5,155,866	61,837	1,267	118		(X)	(X)	(X)	(X)
108	Percent below poverty level	(X)	(X)	(X)	(X)		13.6	8.8	2.5	2.3
109	With related children under 5 years	2,562,263	32,367	551	35		(X)	(X)	(X)	(X)
110	Percent below poverty level	(X)	(X)	(X)	(X)		17.0	12.2	3.0	2.1
111										
112	Families with female householder, no husband present	3,315,916	41,608	779	70		(X)	(X)	(X)	(X)
113	Percent below poverty level	(X)	(X)	(X)	(X)		26.5	21.7	8.8	9.5
114	With related children under 18 years	2,940,459	38,464	733	54		(X)	(X)	(X)	(X)
115	Percent below poverty level	(X)	(X)	(X)	(X)		34.3	28.4	13.3	12.8
116	With related children under 5 years	1,401,493	20,118	328	0		(X)	(X)	(X)	(X)
117	Percent below poverty level	(X)	(X)	(X)	(X)		46.4	42.5	24.6	-
118										
119	Individuals	33,899,812	451,538	9,635	843		(X)	(X)	(X)	(X)
120	Percent below poverty level	(X)	(X)	(X)	(X)		12.4	8.7	2.7	2.2
121	18 years and over	22,152,954	301,372	6,776	599		(X)	(X)	(X)	(X)
122	Percent below poverty level	(X)	(X)	(X)	(X)		10.9	7.8	2.6	2.1
123	65 years and over	3287774	49245	1617	219		(X)	(X)	(X)	(X)
124	Percent below poverty level	(X)	(X)	(X)	(X)		9.9	7.4	4.0	3.4
125	Related children under 18 years	11,386,031	143,963	2,755	244		(X)	(X)	(X)	(X)
126	Percent below poverty level	(X)	(X)	(X)	(X)		16.1	10.8	3.0	2.4
127	Related children 5 to 17 years	7,974,006	100,127	2,013	210		(X)	(X)	(X)	(X)
128	Percent below poverty level	(X)	(X)	(X)	(X)		15.4	10.0	2.9	2.6
129	Unrelated individuals 15 years and over	10721935	181580	4219	311		(X)	(X)	(X)	(X)
130	Percent below poverty level	(X)	(X)	(X)	(X)		22.7	19.0	9.3	9.3