

Transmittal Memo

To: David Schmiedicke, Finance Director
From: Greg Mickells, Director Madison Public Library
Date: July 11th 2018
Subject: 2019 Operating Budget Request

Madison Public Library's Mission is to provide free and equitable access to cultural and educational experiences by celebrating ideas, promoting creativity, connecting people, and enriching lives. We do this through our four service areas: Collections, Resources, and Access; Community Engagement; Facilities; and Public Services.

Overarching goals for the Library include supporting literacy in all its forms, providing community engagement opportunities, and integrating equity initiatives across our service areas. Implementation of these goals will position MPL to maintain and expand services in order to retain current users, attract new users, and to reach vulnerable and underserved populations. The Library collaborates with a wide range of individuals within our community in addition to a variety of businesses, social services, civic organizations, MMSD, and City/County agencies to increase our programming and community connectivity capacity in support of these goals.

We have identified three major initiatives for 2019:

LITERACY

- Early literacy initiatives will remain a top priority. A major emphasis will be on finalizing plans for the new Pinney PlayLab, by utilizing community feedback and early literacy expertise. The PlayLab will be an immersive environment for children ages 0-5 and their caregivers to be engaged in early literacy learning.
- Out-of-School time will be a key focus for programming and projects at Meadowridge Library in collaboration with MSCR and other community partners.
- The Making Spaces program will expand to reach more Madison Metropolitan School District (MMSD) schools, supporting the importance of a making culture in the classroom.
- As part of our participation with the Northside Early Childhood Zone, we will continue to provide training for the home visiting partners and home daycare providers.
- Work with the Literacy Network will begin to expand on our existing partnership projects and seek additional ways to address literacy needs in our neighborhoods.

EQUITY

- The Readmobile will launch in 2019 in partnership with Dane County Library Service to reach four underserved neighborhoods within the City of Madison.
- Strategic community engagement plans focused on specific communities will be created, beginning with the Latinx community.

- The importance of equity will be featured through numerous displays, programs, and celebrations highlighting the history and achievements of communities of color in Madison.

CONTINUOUS IMPROVEMENT:

- A comprehensive partnerships database will be completed to track the Library's extensive list of partners and promote better communication among staff working with multiple partners.
- In alignment with Performance Excellence and Results Madison, we will develop new program evaluation metrics and data-informed strategic community engagement opportunities.

Service reduction necessary to balance budget (current gap of \$118,000)

1. Eliminate Sunday hours at Central, Pinney and Sequoya libraries (\$94,000)
2. Eliminate three Library Page positions at 15 hours/week (\$24,000)

**GREG MICKELLS
DIRECTOR MADISON PUBLIC LIBRARY**

Agency: Library

Proposed Budget

	Cost to Continue	Proposed	Change
Revenue	-\$1,643,114	-\$1,532,420	\$110,694
Expenditures	\$19,699,322	\$19,588,628	-\$110,694
Net	\$18,056,208	\$18,056,208	\$0
	2018	Proposed	Change
FTEs	134.85	137.25	2.4

Request Analysis

2017 Budget

Overbudget	No
2017 Analysis	The Library was over budget in expenditures which were covered by additional revenue. Salaries and benefits were over budget \$190,000.

2018 Projection

Deficit	No
Projection Analysis	Deficits in overtime, hourly wages, supplies and purchased services are covered by salary savings.

2019 Request

Budget Request Changes	The Library eliminated Sunday hours (\$94,000) and hourly wages for pages (\$25,000) to meet target. Cataloging revenue was reduced \$50,000 due to changes in the SCLS contract, Library fines were reduced \$30,000 based on trends over the last few years, and contributions were reduced \$30,000 to reflect the transfer of the Wisconsin Book Festival operations to the MPLF.
Change in Service	Yes
Service Impact	Sunday hours are eliminated and hourly wages for pages were reduced. The reduction in hourly will wages will negatively impact timely access to library materials and services and/or assigning permanent staff to fulfill these tasks, resulting in higher labor costs.
Staffing Levels & Payroll Allocations	2.30 FTEs have been added in 2018 (Legistar 50237, 50330, 50328). Hourly wages for pages were reduced by 45 hours per week.

Library

Function: Library

Position Summary

	2018			Request		2019		Adopted	
	CG	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount
ACCOUNTANT	18	1.00	60,793	1.00	63,366	-	-	-	-
ACCT TECH	32	1.00	62,111	1.00	62,350	-	-	-	-
ADMIN CLERK	32	6.70	351,334	6.70	358,012	-	-	-	-
CLERK	32	20.35	964,832	20.35	954,842	-	-	-	-
CUSTODIAL WKR	15	4.00	209,127	4.00	212,826	-	-	-	-
FACILITY MAINT WKR	15	1.00	57,074	1.00	57,464	-	-	-	-
LIB BUS OPER MGR	18	1.00	108,880	1.00	109,299	-	-	-	-
LIB COMP TECH	32	2.00	53,884	2.00	99,195	-	-	-	-
LIB COMPT SPEC	33	2.00	133,220	2.00	137,504	-	-	-	-
LIB FAC MGR	18	1.00	95,772	1.00	96,437	-	-	-	-
LIB MAINT COORD	15	1.00	72,087	1.00	72,361	-	-	-	-
LIB MEDIA COORD	18	1.00	88,828	1.00	89,716	-	-	-	-
LIB PROG SUPV	18	2.00	124,901	2.00	148,767	-	-	-	-
LIBRARIAN	33	36.00	2,345,286	36.00	2,387,529	-	-	-	-
LIBRARIAN	18	6.00	463,898	6.00	476,344	-	-	-	-
LIBRARIAN SUPV	18	3.00	253,507	3.00	259,966	-	-	-	-
LIBRARY ASSOCIATE DIRECTOR	18	1.00	103,935	1.00	110,524	-	-	-	-
LIBRARY ASST	32	35.20	1,803,183	35.20	1,821,112	-	-	-	-
LIBRARY ASST	33	1.00	53,884	1.00	53,848	-	-	-	-
LIBRARY DIRECTOR	21	1.00	128,249	1.00	140,583	-	-	-	-
LIBRARY PRESS OPR	32	1.00	54,832	1.00	55,209	-	-	-	-
MAINT MECH	15	2.00	119,925	2.00	122,055	-	-	-	-
MKTG/COMMUN SPEC	18	1.00	53,677	1.00	59,702	-	-	-	-
PLANNER	18	1.00	61,900	1.00	62,138	-	-	-	-
PROG ASST	17	1.00	58,926	1.00	59,153	-	-	-	-
PROG ASST	32	4.00	212,693	4.00	217,952	-	-	-	-
TOTAL		137.25	\$ 8,096,739	137.25	\$ 8,288,255	-	\$ -	-	\$ -

Salary amounts recorded on this page are for total budgeted salaries; this amount may differ from budgeted permanent wages as presented in the Line Item Detail due to payroll allocations to other funding sources (capital projects, grants, etc.) or inter-agency services are not reflected in this summary page.

2019 Operating Budget: Service Proposals

SERVICE IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Col Res and Access

SERVICE DESCRIPTION:

This service includes costs for the library materials collection in all formats. It also includes staffing and supply costs for the acquisition, cataloging, and processing of these materials. The Madison Public Library is the resource library and largest member of the South Central Library System. SCLS libraries share their collection resources through an integrated library system that provides access to the public through the LINKcat online library catalog. Costs associated with this system are also covered in this budget area.

SERVICE BUDGET - ALL FUNDS

	2017 Budget	2018 Budget	2019 Cost to Continue	2019 Request	Change
Revenue	-3,188,599	-946,957	-946,957	-866,263	80,694
Expense	3,188,599	3,215,926	3,286,905	3,321,377	34,472
Net Budget	-0.2200000020...	2,268,969	2,339,948	2,455,114	115,166

2019 PROPOSAL

1. Explain the budgetary changes proposed from 2019 Cost to Continue to the 2019 Request.

Decrease in revenue \$80,694 due to a reduction in a number of revenue sources including \$50,000 decrease in the SCLS cataloging contract agreement as a result of service provision changes; \$30,000 decrease in fines as a result of continued trends; \$3,700 decrease in collection rental also due to declining trends. Increase in expenses of \$34,472 due to an increase in member fees for SCLS technology, ILS, OCLC, MyPC, and ILLIAD renewals and fees for armored car services.

2. Explain the operational impact of the proposed changes from 2019 Cost to Continue to 2019 Request.

- 1) Provide an equitable collection of materials in a variety of formats that meets the cultural, educational, and recreational needs of our patrons.
- 2) Study neighborhood demographics and library proximity to low-income neighborhoods to ensure equitable delivery and distribution of library materials.

SERVICE GOALS

1. Who is the recipient of this service?

Madisonians and library patrons from the other 47 communities in the South Central Library System who share their resources via our library catalog.

2. What activities are you responsible for providing under this service?

Selection of library materials in all formats based on usage data, ILS reports, demographic information, and patron demand. Acquisitions, cataloging, physical preparation of library materials as well as database maintenance.

3. How do you define success within this service?

Continued heavy per-capita use of materials by Madisonians; number of holds placed; number of new borrowers added annually.

4. What strategies are planned for 2019?

- 1) Marketing of the nontraditional library collection, including electronic resources, downloadable and streaming materials.
- 2) Providing collection support for at-risk populations, like those who are homebound or in assisted living, nursing home, health care, and adult care facilities.
- 3) Strategic use of collection analysis reports and tools to ensure that we are providing an equitable delivery of resources to the community.

2019 Operating Budget: Service Proposals

SERVICE IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Community Engagement

SERVICE DESCRIPTION:

This service involves activities from program providers and performers associated with community engagement activities and collaborative projects for all ages. Examples include workshops on such topics as self-publishing, clothing design, independent film making, as well as collaborations with other organizations such as the Art + Literature Laboratory, the UW Madison Center for the Humanities, and other Dane County public libraries. It also includes supplies to support these efforts.

SERVICE BUDGET - ALL FUNDS

	2017 Budget	2018 Budget	2019 Cost to Continue	2019 Request	Change
Revenue	-183,125	-34,100	-34,100	-4,100	30,000
Expense	183,125	486,975	362,725	355,825	-6,900
Net Budget	0	452,875	328,625	351,725	23,100

2019 PROPOSAL

1. Explain the budgetary changes proposed from 2019 Cost to Continue to the 2019 Request.

A \$30,000 decrease in anticipated revenue represents the transfer of the Wisconsin Book Festival operations from under MPL's management to the Madison Public Library Foundation. This is offset elsewhere by reduction in associated anticipated expenditure, including the \$6,900 in associated services and supplies relating to community engagement.

2. Explain the operational impact of the proposed changes from 2019 Cost to Continue to 2019 Request.

This movement of funds provides efficiencies for Library accounting staff.

SERVICE GOALS

1. Who is the recipient of this service?

Everyone! Library patrons from Madison and surrounding communities. In addition, we have focused on vulnerable and underserved populations to focus on equitable delivery of services.

2. What activities are you responsible for providing under this service?

Community engagement is responsible for developing partnerships with community organizations to provide programs and services. It is also the area charged with reaching out to the community to market library programs and services and gain feedback on community needs and wants.

3. How do you define success within this service?

Community Engagement is successful if we have both a diverse patron and partner base and offer programs and services that are based directly on citizens' needs and wants.

4. What strategies are planned for 2019?

- 1) Reaching a diverse audience with library programs and services. Strategic community engagement plans focused on specific communities will be created, beginning with the Latinx community. In addition, the importance of equity will be featured through numerous displays, programs, and celebrations highlighting the history and achievements of communities of color in Madison.
- 2) Educating the community on the importance of "making." The Making Spaces program will expand to reach more Madison Metropolitan School District (MMSD) schools, supporting the importance of a making culture in the classroom.
- 3) Expanding literacy offerings for all ages. As part of our participation with the Northside Early Childhood Zone, we will continue to provide training for the home visiting partners and home daycare providers. We will also work with the Literacy Network to expand on our existing partnership projects and seek additional ways to address literacy needs in our neighborhoods.

2019 Operating Budget: Service Proposals

SERVICE IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Facilities

SERVICE DESCRIPTION:

This service covers all activities and services associated with the operation of MPL's nine public libraries and the Badger Road facility including rent, utilities, maintenance, custodial tasks, and supplies, as well as internal labor service from Maintenance Services staff. This area focuses on providing a safe, pleasant, and welcoming environment at the Central and neighborhood libraries.

SERVICE BUDGET - ALL FUNDS

	2017 Budget	2018 Budget	2019 Cost to Continue	2019 Request	Change
Revenue	-2,038,404	-53,900	-53,900	-53,900	0
Expense	2,038,404	2,030,639	2,060,052	2,060,389	337
Net Budget	-0.32000000006...	1,976,739	2,006,152	2,006,489	337

2019 PROPOSAL

1. Explain the budgetary changes proposed from 2019 Cost to Continue to the 2019 Request.

\$337 net increase in expenditure due to various increases and decrease in various expense line items for Facilities. Savings of \$71,749 include reductions in gas, electricity utilities, custodial contract costs, other facilities expenses. Additional projected costs of \$72,086 include increases across facility supplies and services such as plumbing, work supplies, electrical, equipment, pest control, building improvements (lease Common Area Maintenance), security and waste/recycling.

2. Explain the operational impact of the proposed changes from 2019 Cost to Continue to 2019 Request.

Being able to perform the same or an improved level and standard of service to the Library's facilities needs at lesser costs in specific areas. The additional projected costs in other areas represent a true picture to stakeholders as to the actual projected levels of costs to operate the Library's facilities at a cost to continue level.

SERVICE GOALS

1. Who is the recipient of this service?

All users within MPL facilities.

2. What activities are you responsible for providing under this service?

Management of services and supplies for the day to day and future expansion of the Library's physical locations including contracts, leasing, capital improvements and maintenance.

3. How do you define success within this service?

Tracking reduced reactive maintenance and operational costs, service down time and hygiene/aesthetics of facilities.

4. What strategies are planned for 2019?

- 1) Implement the 2019 Capital Improvement Program objectives:
 - a) The ongoing Major Repairs/Replacement program
 - b) Continue planning for the Reindahl Park Library project
 - c) Complete construction of the relocated Pinney Library
- 2) Continue to work with City Engineering on implementation of energy efficient and sustainable approaches, particularly in regards to HVAC controls and operation. Achieve a balance of efficiency and reliability of equipment operation.
- 3) Continually leverage procurement opportunities for facility services and supplies to provide best value for money to the agency for all facility related operational expenditures and activities.
- 4) Provide a cost effective and efficient level of service including maintenance, custodial, health, safety to facility users which provides an experience that is welcoming and positive.

2019 Operating Budget: Service Proposals

SERVICE IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Public Service

SERVICE DESCRIPTION:

This service encompasses the delivery of services to the Library's patrons and members of the community both in and outside of our facilities. Public Services focuses on direct provision of services such as reference and research assistance, reader's advisory, literacy support, programming, technology training, collection management, and participatory learning and creation. We are committed to providing personalized, individualized library services to meet our patrons' needs. This service area includes activities and programs relating to all public services staff (adult, teen, youth, preschool, programming, and administration).

SERVICE BUDGET - ALL FUNDS

	2017 Budget	2018 Budget	2019 Cost to Continue	2019 Request	Change
Revenue	-13,191,336	-608,157	-608,157	-608,157	0
Expense	13,191,336	13,688,605	13,989,641	13,969,906	-19,735
Net Budget	-0.44999999925...	13,080,448	13,381,484	13,361,749	-19,735

2019 PROPOSAL

1. Explain the budgetary changes proposed from 2019 Cost to Continue to the 2019 Request.

The net overall decrease in expenses of \$19,735 is due to a transfer of Wisconsin Book Festival operations to the MPL Foundation (a total of \$30,000 reduction in revenue and associated expenses across the Library's services). Increases of \$2,000 in printing costs and \$3,265 in mileage claims, and a \$1,200 decrease in office equipment also reflects this trend.

2. Explain the operational impact of the proposed changes from 2019 Cost to Continue to 2019 Request.

Moving these funds to the MPL Foundation provides efficiencies for the Library accounting staff.

SERVICE GOALS

1. Who is the recipient of this service?

The intent of Public Service is to equitably deliver services and resources to everyone who uses our libraries or would benefit from our services in their community. We continue to build capacity to expand on this delivery of services by partnering and collaborating with other agencies.

2. What activities are you responsible for providing under this service?

Public Services focuses on direct provision of services such as reference and research assistance, reader's advisory, literacy support, programming, technology training, collection access, and participatory learning and creation.

3. How do you define success within this service?

Public Services strives to meet the educational, informational, and entertainment needs of all Madisonians of all ages. Success is defined by usage statistics, qualitative survey data, and user experiences.

4. What strategies are planned for 2019?

- 1) Expand access to library programs and services by providing outreach and mobile services to community centers and apartment complexes. Dane County Library Service has been contracted with to provide mobile library services to four underserved neighborhoods within the City of Madison. Additionally, a comprehensive database will be completed to track the number and depth of partnerships the Library has, which will also facilitate better communication for staff who may be working with multiple partners.
- 2) Develop better service metrics to evaluate current programs and services. New program evaluation metrics will be put in place and strategic outreach plans for specific communities will be created.
- 3) Focus on educating parents, caregivers, teachers, and the general public about the importance of early literacy. Plans for the new Pinney PlayLab space in the new Pinney Library will be completed.
- 4) Work with other out-of-school-time providers like Madison School and Community Recreation (MSCR) and the Boys and Girls Club to enhance the experience of teens and tweens in our spaces. Collaborations with MSCR are underway to increase the out-of-school-time offerings within the Meadowridge Library.

Supplemental Request

Agency:

Library

Enter Your Agency's Service:

Public Service

Supplement Title:

Community Engagement Librarian at Goodman South Madison Library

Amount:

FTE:

- Expansion to Existing Service
- New Initiative

Provide an overview of the supplemental request.

The Goodman South Madison Library recently completed a community designed renovation that will provide more opportunities to engage the youth in the neighborhood and create new programming options. It is vital to address these opportunities now, especially with the new Madison College – South, we will be prepared with established programs and partnerships to enhance our services with this new resource in the community.

What is the desired outcome of the request?

To better address the needs and opportunity of the neighborhood through strategically planned community engagement and establish new ways to collaborate with the new Madison – South campus.

How will the desired outcome be measured?

Increased variety of community informed programming and services. Increased level of engagement with the Madison College - South campus.

Supplemental Request

Agency:

Library

Enter Your Agency's Service:

Public Service

Supplement Title:

Library Assistant position at Meadowridge Library

Amount:

FTE:

- Expansion to Existing Service
- New Initiative

Provide an overview of the supplemental request.

Meadowridge Library has made tremendous gains in providing a community connection to the neighborhood it serves. Our partnership with the adequate neighborhood center has increased the capacity to deliver services. Yet there still remains several challenges that can be addressed through more partnerships and collaborations. This position will provide support while we engage the community with more options to better address needs in the neighborhood.

What is the desired outcome of the request?

To allow for better community engagement, expansions of programs, and increase opportunities for the Meadowood neighborhood.

How will the desired outcome be measured?

By tracking the increase in our partnerships, programming, and attendance for the services developed as a result of this practices. We will also be monitoring the impact on incidents at the facility.

Supplemental Request

Agency:

Library

Enter Your Agency's Service:

Public Service

Supplement Title:

Restore Page Hours

Amount:

FTE:

- Expansion to Existing Service
- New Initiative

Provide an overview of the supplemental request.

Our hourly personnel are an essential component of our staffing needs. This request would allow us to maintain 3 existing positions at 15 hours per week.

What is the desired outcome of the request?

To maintain our current level of deliver of services.

How will the desired outcome be measured?

Monitor schedule gaps and performance times for certain tasks.

Supplemental Request

Agency:

Library

Enter Your Agency's Service:

Public Service

Supplement Title:

Restore Sunday Hours

Amount:

FTE:

- Expansion to Existing Service
- New Initiative

Provide an overview of the supplemental request.

Sunday hours are very important to our service delivery to the community. Sundays provide an equitable solution to working families and children that would not have access during the week. Sundays at the library are busy and a valuable asset to the neighborhoods they serve.

What is the desired outcome of the request?

Maintain our existing level of service and access to resources.

How will the desired outcome be measured?

We will track the numbers of visits, circulation of materials, and use of the internet.