Budget Overview

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Library	17,703,567	19,163,603	19,163,603	18,849,564	19,196,114	19,196,114
Permanent	32,001	-	6,297	-	15,000	15,000
TOTAL	**$ 17,735,568**	**$ 19,163,603**	**$ 19,169,900**	**$ 18,849,564**	**$ 19,211,114**	**$ 19,211,114**

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Public Service	13,591,418	9,814,749	9,821,045	8,922,631	7,763,983	7,872,714
Community Engagement	351,725	528,186	528,186	929,282	1,820,573	1,741,728
Collection Resourse & Access	1,775,707	2,042,421	2,042,421	2,193,694	2,755,008	2,752,066
Facilities	2,016,718	2,322,203	2,322,204	2,401,353	2,408,863	2,393,970
Admin & Marketing	(0)	4,456,045	4,456,045	4,402,604	4,462,687	4,450,636
TOTAL	**$ 17,735,568**	**$ 19,163,603**	**$ 19,169,900**	**$ 18,849,564**	**$ 19,211,114**	**$ 19,211,114**

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(1,295,770)	(76,226)	(1,294,013)	(1,368,883)	(1,488,658)	(1,331,460)
Charges For Services	(857,095)	(868,733)	(729,957)	(888,877)	(772,868)	(803,768)
Fine & Forfeiture	(218,597)	(250,000)	(65,389)	(23,700)	(23,700)	(23,700)
Investments & Other Contributions	(581,453)	(461,989)	(927,659)	(240,907)	(240,907)	(298,818)
Misc Revenue	(5,268)	(5,000)	(646)	-	-	-
Other Financing Source	(4,642,909)	-	(430,826)	(250,000)	-	-
Transfer In	(20,000)	(6,000)	(110,604)	(15,000)	(15,000)	(16,000)
TOTAL	**$ (7,621,093)**	**$ (1,667,948)**	**$ (3,559,094)**	**$ (2,787,367)**	**$ (2,541,133)**	**$ (2,473,746)**

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	10,233,053	11,186,276	10,020,054	10,734,380	10,749,509	10,749,509
Benefits	2,793,386	2,890,097	2,973,147	2,947,470	2,992,450	2,992,450
Supplies	883,040	801,106	1,011,254	827,238	827,238	855,184
Purchased Services	3,721,340	2,776,835	3,652,744	4,041,321	4,081,263	3,985,930
Debt & Other Financing	4,718,544	-	1,884,096	-	-	-
Inter Depart Charges	110,921	132,191	136,653	131,022	131,287	131,287
Transfer Out	2,896,376	3,045,046	3,051,046	2,955,500	2,970,500	2,970,500
TOTAL	**$ 25,356,660**	**$ 20,831,551**	**$ 22,728,995**	**$ 21,636,931**	**$ 21,752,247**	**$ 21,684,860**

To: Dave Schmiedicke, Finance Director

From: Greg Mickells, Library Director

Date: July 12, 2021

Subject: 2022 Operating Budget Transmittal Memo

Major Goals

In 2022, the Madison Public Library looks forward to a full year of completely resumed services to the public. Within each of our service areas, our goals include the following:

Public Services:
- Expand our work with Community Development Division and the Financial Navigator concept by exploring Financial Empowerment Center models within our buildings and identify ways to sustain the information dashboard created by the Navigator program.
- Fully operationalize wireless printing services, allowing residents to order printouts from their personal devices at home or in the library.
- Continue to provide technology access and support to residents along with first-rate reference service, reader's advisory services, and general customer service to everyone who enters our buildings or works with our staff.

Community Engagement:
- Continue to strengthen our relationships with community partners and other City agencies like MMSD, MSCR, Tenant Resource Center, Literacy Network, Briarpatch, City Clerk, CDD, etc.
- Expand the Library's literacy initiative: We Read.
- Continue to explore models like the Artist-in-Residence cohort to provide hands-on making opportunities, with a specific emphasis on hiring more artists from communities of color.
- Operationalize Community Engagement work to extend beyond programming to all aspects of library service.

Library Collection, Resources and Access
- In 2020 and 2021, the Library began diversity audits of its collection. In 2022, we plan to operationalize not only receiving the audits, but adjusting our purchases based on the audit findings.
- The library will continue to advocate for diverse content within our online resources. Access to many of our electronic resources is available through the South Central Library System (SCLS) or the Wisconsin Public Library Consortium, and MPL is well-represented in both of these organizations.
- As the cataloging agency for SCLS, library staff are planning to implement a project to decolonize the catalog subject headings.

Facilities
- With the complete turnover of the Library's Technology Department, one major goal for 2022 will be to onboard and support the transition of new staff while maintaining the library's essential technology services to the public, utilizing both South Central Library System and City networks.
- Begin a West side strategic plan similar to the East side strategic plan which was adopted by the Common Council in 2016. This plan will have the same goal as the first, which will be to thoroughly engage residents to determine service gaps and make recommendations to address those gaps in the most cost effective way possible.

Administration and Marketing:
- In 2021, the Library Management Team worked with consultants to explore the organizational culture and structure of the library and assess our technology processes. In 2022, we plan to continue this work, implementing recommendations from both of these consultant reports to make us a more nimble organization that can better meet the needs of our patrons.
- Work will continue on the library's data dashboard and map out our plan for moving from five services to seven in accordance with our Results Madison goals.
- Library Management Team will continue to work towards creating and implementing a training structure that supports all employees, with an emphasis on making racial equity and social justice training accessible to all levels within the organization.

COVID Recovery

Madison Public Library's space, services, and collection are critical to aiding Madison residents in recovery efforts. Our buildings have provided spaces for partners like Mentoring Positives and the Tenant Resource Center to physically meet with program participants to provide support and resources. We have served as pop-up vaccination clinics, blood donation centers, and voting hubs. As more partners have seen success in our spaces, this need for physical meeting space has only increased as COVID restrictions have been lifted. In addition to our spaces, our technology support, information services, and collection resources are essential for residents. Throughout the pandemic and beyond, residents depend on the libraries for computer access to support resume building and job searches, printers and faxes for printing out government forms, and library staff to help navigate these filing processes. Our reference line has received thousands of calls with wide-ranging questions, and our Financial Navigator services provide in-depth information to residents struggling financially. As the Navigator program sunsets, we expect that these clients will continue to work with library staff to help meet these information needs and are preparing to train additional staff accordingly. Our collection, both online and physical, also meets a wide variety of information and entertainment needs, which help support our residents to educate themselves, take a break, and recover from this stressful time.

Due to budget cuts in the 2021 budget process, the Alicia Ashman Library and the Monroe Street Library have seen serious reductions in their overall hours of service. As residents in these neighborhoods seek to recover, they have fewer opportunities to use the space, technology, and resources our buildings hold. This is especially concerning on the far west side, as Alicia Ashman is the closest library to both the Wexford Ridge and Tree Lane

neighborhoods. In addition, the library lost over 6% of our staff through the cuts, which results in fewer employees who support the needs across the library system and the City. Unfortunately, the 2022 cost to continue budget leaves us no room to return to longer service hours or higher staffing levels.

2022 Request & Equity

Madison Public Library has numerous equity-based projects that impact both the internal operations of the organization and its external relationships with the community. Internally, the library's Racial Equity Change Team has a comprehensive work plan that looks at everything from how and on what the library trains its staff to how our behavior policies impact our customers. This analysis and policy change work will continue throughout 2022, but it is crucial that we maintain current staffing levels to do so. Externally, the library's Community Engagement Team led by Annie Weatherby-Flowers is looking at ways to operationalize engagement in all we do. This team has many deep partnerships within the community that have led to impactful community events like the It Takes a Village event on the south side of Madison that pulled together multiple City departments and community organizations to provide resources and an opportunity to connect with the Park St neighborhoods.

2022 Request & Sustainability

Library Facilities works closely with City Engineering to implement a sustainable approach to the operation of our libraries. This includes the installation of solar panel arrays (currently at Central Library, Alicia Ashman Library, the Library Service and Support Center, in the planning stages at Pinney Library), LED lighting upgrades (all neighborhood libraries by 2022, Central Library by 2024) and optimal HVAC operation through coordination of automated building systems.

Major Changes in 2022 Operating Request

We are not proposing any major changes within our Cost to Continue budget.

Summary of Reductions

Library staff has included a reduction spreadsheet with our materials outlining the details of each proposed reduction, including why it was chosen, the service implications of the reduction, the RESJ impacts and the ranking of most acceptable to least acceptable. The proposed reductions are summarized below.

Long-term sustainable ($45,000 reduction): After a thorough examination of our existing operating services and practices, we have identified a number of services we can reduce or fully eliminate in the long-term. These include: the elimination of Zendesk phone service; a reduction in service on our in-house printer; the elimination of armored car service; and a reduction in our marketing budget.

Short-term sustainable ($233,004 additional reduction): These reductions include areas that could possibly be funded through donations from other entities like the Madison Public Library Foundation or Friends of the Madison Public Library on a short-term basis. However, long-term funding from these outside sources is unlikely, and eliminating these areas completely in the long-term would have negative consequences on our services and our

ability to meet staff needs, in some cases. These reduction areas include: furniture, training and travel, memberships, Adobe licenses, HVAC hours, program supplies and services, and Sunday hours at the Central Library.

Service reductions ($681,666 additional reduction): The bulk of these reductions are staff positions, which will result not only in lay-offs of current staff (as all of these positions will be filled in 2021), but will also result in reduced open hours to the public, particularly in the evenings at the Central Library, and on Sundays at the Lakeview and Goodman South Libraries. It would also reduce staffing levels at neighborhood libraries to the point that most days, libraries would be operating at a level only one or two sick calls away from having to close.

Optional Supplemental Request
During the pandemic, the Library expanded the delivery service to Spanish-speaking and in-home daycare facilities, using funds from the Madison Public Library Foundation. Post-pandemic, the Library wishes to expand the delivery service further and operationalize it. The expansion of the delivery service will support childcare providers, specifically Spanish-speaking providers and other in-home childcare providers, who may not have easy access to library locations or funds to build their childcare site's own book collection. This consistent and free access to books in both English and their native language (whatever language that may be), provides critical early literacy support for young children, which then sets them up for later success in school.

We look forward to answering any questions you may have regarding our operating budget submission at our August meeting.

Sincerely,

Greg Mickells

Library Director

c.c.   Linda Vakunta
       Betsy York
       Krissy Wick
       Susan Lee
       Mark Benno
       Lori Suiter

2022 Operating Budget
Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library	⌄

SELECT YOUR AGENCY'S SERVICE:

Administration and Marketing	⌄

SERVICE NUMBER:

505

SERVICE DESCRIPTION:

This service provides for the system-wide leadership of the library across all departments, along with marketing and web services promoting the library's nine locations. The goal of this service to provide strategic direction, fiscal responsibility, and general leadership and management to all areas of library operations.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund							
	General-Net	$0	$4,456,045	$4,456,045	$4,402,604	$4,462,687	$4,450,636
	Other-Expenditures	$0	$0	$0	$0	$0	
Total		$0	$4,456,045	$4,456,045	$4,402,604	$4,462,687	$4,450,636
Budget by Major							
	Revenue	($4,002,083)	($56,070)	($209,694)	($35,000)	($35,000)	($54,400)
	Personnel	$1,271,899	$1,250,512	$1,379,449	$1,262,258	$1,320,341	$1,320,341
	Non-Personnel	$2,631,000	$3,140,464	$3,165,151	$3,055,818	$3,057,818	$3,065,167
	Agency Billings	$99,184	$121,139	$121,139	$119,528	$119,528	$119,528
Total		$0	$4,456,045	$4,456,045	$4,402,604	$4,462,687	$4,450,636
	FTEs		2.70		11.27	12.15	12.15

PRIORITY

Citywide Element | Effective Government | ⌄ |
|---|---|

Describe how this service advances the Citywide Element:

The Administration and Marketing Service of Madison Public Library provides for the system-wide leadership of the library across all departments, along with the marketing and web services that promote the library's nine locations. This service supports the area of Effective Government, specifically in advancing strategy 7, which is ensuring that the City of Madison government is transparent and accountable. This service is responsible for determining the library's service provision using community-driven engagement practices and principles of racial equity and social justice; collecting and analyzing data to support City and Library data initiatives; effectively managing the Library's finances; and providing oversight, management and support to Library staff. The Library Administration and Marketing Service actively contributes to citywide initiatives and has served as a leader in bringing back in-person service and supporting community recovery efforts. We actively seek out opportunities to work with other City agencies to build capacity in delivering our services and constantly strive to provide support, development opportunities, and direction to our staff.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Payment to Debt Service	66%	The Library's payment of $2,955,500 is paid out of this service.
Library System--wide Management	20%	A large part of the remaining funds in this service is used for salaries of system-wide managers.
Library Marketing and Web Services	10%	The Library Marketing Department includes 3.0 FTE and funds for advertising and printing.
Library Finance Department	4%	The Library Finance Department includes 2.0 FTE.

🔲 Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

-12051

What are the service level impacts of the proposed funding changes?

Increases to Memberships, Food & Beverage (Madison Public Library Foundation funded) and Software Licenses and Supplies reflect historical increases.

Library is presenting a balanced budget request across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
1200	43	$3,000	Reimbursement of Expense
1200	46	$16,400	Contributions and Donations

Insert item

Explain the assumptions behind the change to budgeted revenue.

Major 43: This represents the paper orders processed for SCLS in conjunction with MPL paper orders.

Major 46: Library is reallocating these revenues among the five services to more acurately reflect what these contributions and donations have been spent on.

What is the justification behind the proposed change?

Major 43: With libraries in the South Central Library System resuming full services in 2022 we are anticipating the same pre-Covid levels of paper order requests.

Major 46: In the past donations budget was recorded in Public Services or Community Engagement. Library is allocating the donation revenue across the services to align with the expenses related to the donations.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
1200	53	$5,820	Increase in office supplies, software licenses and food and beverage.
1200	54	$1,529	Increase in memberships .

Insert item

Explain the assumptions behind the requested funding.

Major 53: With branches fully open, office supplies is increased to pre-COVID levels. Software licenses increased for bi-annual renewals. Food and beverage increased for staff appreciation gatherings, fully funded by Madison Public Library Foundation.

Major 54: Increase in Memberships

for annual increases and to include a new membership started in 2020

What is the justification behind the increased funding?

Library is submitting a balanced budget request across the five services.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Madison Public Library strives to center principles of racial equity and social justice in all we do. We have already pivoted many of our programs and services to prioritize serving patrons from marginalized populations, and we continue to examine our staffing, culture, and services through an equity lens. In addition, MPL has made several hiring practice changes in order to have a more inclusive staff that better reflects the BIPOC community, which demonstrates a strong message of support and a better cultural awareness within our neighborhood service areas. The proposed, balanced, cost to continue budget continues library services at current levels with this racial equity lens firmly in place.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

System-wide, we have made many changes to library services to remove barriers and address gaps, such as eliminating fines, adjusting hiring practices using equitable hiring tools, working with more diverse groups of artists in residence, and analyzing our behavior policy. By maintaining the library budget at its cost to continue levels, we will maintain this focus on communities of color, lower income communities, and those otherwise marginalized communities. And, by serving them well, everyone in Madison benefits.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

This service area contains many managers who make up the library's data management team and community engagement team. These groups together are building dashboards to better tell the library's story through data, along with creating frameworks to better analyze our programs and services. As a more internally focused service, the teams gather feedback from frontline staff through surveys, town hall meetings, and focus groups, which then inform the tool creation (which will enable us to get more comprehensive feedback from library customers in the future).

MPL has been extremely intentional in creating opportunities for input from Madison's BIPOC community with a variety of direct community conversations. Our Communities Inspiring Libraries established the Tell Us tool for having small targeted community conversations, followed by the Imagination Center at Reindahl Park Scoping Study in preparation for design of a new co-location of City agencies project, and Amplifying Community Voices a study of expanding virtual connections to City services. We are currently embarking on a youth voice project as part of MPL's You(th) Belong project, as well, utilizing summer interns to gain feedback on how MPL can better support and interact with teens. All of these studies have informed equity decisions for improving and expanding our services to the BIPOC community.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their

perspectives directly and, if so, how have you incorporated their feedback?

Library administration and marketing staff regularly work with community partners and City agencies as part of their work. Some examples include: leading or participating in Neighborhood Resource Teams; serving on City-wide RESJI teams; serving as trainers for HR/OD classes; sitting on United Way Community Solutions Teams, where information from community providers helps to inform library programs and services; assisting the Mayor's Office with communication plans, etc. Because of the relationships we form with these partners, consistently gaining feedback and asking for differing perspectives that then shape our service offerings is simply how we do business.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

We are still experiencing the effects of the pandemic and are not able to find ways to bring hours back to the Alicia Ashman and Monroe Street Libraries. These hours cuts potentially harm specific populations, especially on the far west side, which serves communities like Tree Lane and Wexford Ridge. Under current budget restraints, however, w e are not able to restore these hours (which we estimate to be $137,500 for Alicia Ashman and $70,000 for Monroe Street) within the current cost to continue budget .

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

If our budget proposals include major changes, we try to communicate with stakeholders through a number of media platforms and one on one communication methods (email, phone call, etc.). Because no service cuts are proposed in our cost to continue budget, we have not sent any budget messages at this time.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

● Yes   ○ No

If so, please identify the respective group and recommendation.

NRTs -- a number of the library's managers not only serve on NRTs, but lead them. Much of the information learned in those meetings is then shared with all library management and influences decisions that the management team makes, specifically on programming.

Madison Public Library Racial Equity Change Team (RECT) -- much of the library's training goals for the upcoming year are a result of RECT's recommendations and work plan.

Equitable Workforce Plan -- the processes MPL follows in hiring, along with the regular offering of check-ins and exit interviews were all outlined in recent equitable workforce plans.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

$959,806

What is the proposed reduction to this service's budget?

$30,540

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	$Amount	Description

Activity	$Amount	Description
In house printing maintenance contract.	12,000	Library can change the maintenance contract type to realize savings and still maintain a level of maintenance that is acceptable.
Reduce marketing funds.	2,000	The Marketing and Web Manager is agreeable to this cut. Funding for MPL branded items (shirts, book bags, etc.) can be requested from the Foundation.
Reduce Conferences & Training	5,000	Total reduction of $11,000 across Public Services, Community Engagement and Admin & Marketing services.
Reduce Memberships	11,540	Urban Libraries Council, American Library Association, LSA Advocacy Outreach and SHLB memberships are very important for Library staff to stay connected with peers across the country.

■ Insert item

Total	$30,540	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	$ Amount	Description
Personnel		
Non-Personnel	$30,540	Portions of this reduction are sustainable for future years: In house printing maintenance contract and reduction of marketing funds. Conference & Training and Memberships will not be sustainable, as the Foundation would only fund these for 1 - 2 years.
Agency Billings		
Total	$30,540	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years? **No** ▾

Does the proposed reduction result in eliminating permanent positions? **No** ▾

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)? **No** ▾

If yes, which agencies:

Describe why the proposed reduction was chosen.

See spreadsheet of reductions uploaded to SharePoint. The spreadsheet lists all reductions across Library services and details service impacts, RESJ impacts and why the reductions were chosen. The spreadsheet also indicates which reductions are sustainable, which are only sustainable for a couple of years, and which reductions would reduce Library services to the point of potential rolling closures due to lack of staff to open buildings safely. The spreadsheet also indicates which line items in Library reductions have been proposed in prior years.

In house printing maintenance contract: Exploration of canceling contract: not recommended by our staff due to age of equipment. During research, staff member found a different type of maintenance contract with Corporate Business Solutions. This results in savings and maintains current maintenance levels.

Reduce marketing funds: Based on historical spending review and potential of Madison Public Library Foundation funding.

Reduce Conferences & Training: We hope that there are more virtual options, not requiring travel, post-COVID.

Reduce Memberships: This could be something funded by the Library Foundation.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

In house printing maintenance contract RESJ impact: None.

Reduce marketing funds RESJ impact: None.

Reduce Conferences & Training RESJ impact: Library training funds are frequently spent on attending events that center racial equity and social justice like the YWCA summit or GARE events. Reduced funding for training means fewer staff members are able to attend events like this. In addition, a number of library staff, particularly new staff, identify as BIPOC and fewer funds means fewer staff are invested in.

Reduce Memberships RESJ impact: Many library-specific memberships include access to high quality, public services specific RESJ trainings that we would no longer have access to.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	$Amount	Description

☑ Insert item

Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?
Select... ▾

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

2022 Operating Budget
Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Col Res and Access

SERVICE NUMBER:

503

SERVICE DESCRIPTION:

This service is responsible for the acquisition, cataloging, and processing of all materials in all formats in the library collection. The Madison Public Library is the resource library and largest member of the South Central Library System (SCLS). SCLS libraries share their collection resources through an integrated library system that provides access to the public through the LINKcat online library catalog.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund							
	General-Net	$1,775,707	$2,042,421	$2,042,421	$2,193,694	$2,755,008	$2,752,066
	Other-Expenditures	$0	$0	$0	$0	$0	$0
Total		$1,775,707	$2,042,421	$2,042,421	$2,193,694	$2,755,008	$2,752,066
Budget by Major							
	Revenue	($2,293,996)	($938,671)	($2,374,201)	($1,966,603)	($2,079,878)	($1,960,130)
	Personnel	$1,369,911	$1,459,029	$1,502,017	$1,322,715	$1,865,989	$1,865,989
	Non-Personnel	$2,699,793	$1,522,063	$2,914,605	$2,837,582	$2,968,897	$2,846,207
	Agency Billings	$0	$0	$0	$0	$0	$0
Total		$1,775,708	$2,042,421	$2,042,421	$2,193,694	$2,755,008	$2,752,066
	FTEs		12.75		13.25	19.25	19.25

PRIORITY

Citywide Element — Culture and Character

Describe how this service advances the Citywide Element:

A rich and comprehensive library collection, including materials in a variety of formats and languages, is essential to an informed citizenry. The Library's collection exposes patrons to different perspectives and supports intellectual freedom. The collection provides materials to meet the educational, entertainment and information needs of all segments of the community. The operating budget for Collection Resources & Access supports the electronic resources collection as well as periodicals (while print materials are supported through the Capital budget). MPL provides databases on a wide array of topics from immigration law and small business to comic books. In addition, this budget covers our subscriptions to over 1,100 magazines and newspapers. MPL provides access to the Overdrive collection of e-books, audiobooks, and videos through its membership in the Wisconsin Public Library Consortium. Use of electronic resources, especially Overdrive, has increased every year, with a major jump in 2020. MPL customers are some of the heaviest users nationwide.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Collections Ordering	40%	This activity includes the selection of materials (using data from a variety of sources) and the actual placing of orderd with vendors.
Collection Cataloging	35%	This activity provides access to the collection through cataloging and classification according to national and local standards.
Collection Processing	25%	This activity involves the online receipt, "linking" and invoicing of all items as well as the processing of the physical items (jackets, cases, labels, etc.)

🔲 Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?   -2942

What are the service level impacts of the proposed funding changes?

Library received notification of the actual amounts for the 2022 Dane County contract, it will remain the same as 2021 because 2020 COVID-19 data will not be used in the calculation of fees.

Library is presenting a balanced budget request across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Decrease

Fund	Major	Amount	Description
1200	42	$133,598	Updated Dane County contract to known amounts.
1200	43	$7,500	Removed AV & Book rentals revenue, no longer have those materials.
1200	46	($20,350)	Donation revenue increases
1200	49	($1,000)	Transfer in revenue increases

Insert item

Explain the assumptions behind the change to budgeted revenue.

Major 42: Dane County Library Service informed MPL the contract amount will remain the same as 2021.

Major 43: AV & Book rental revenue removed.

Major 46: Based on known annual donations.

Major 49: Based on known Trust Fund draw.

What is the justification behind the proposed change?

Major 42: Once MPL knew the amount is going to be the same we adjusted the revenue and expense, removing the anticipated increases.

Major 43: We do not anticipate having rental materials available.

Major 46: These are known commitments.

Major 49: Increased Trust Fund draw which is based on previous year's earnings in the account.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

1200	53	($3,074)	Decrease in postage request
1200	54	($119,616)	Decrease in Dane County contract

☑ Insert item

Explain the assumptions behind the requested funding.

Major 53: We are anticipating less mailing costs with more in person services and access in 2022.

Major 54: We were informed the Dane County contract will remain the same as in 2021.

What is the justification behind the increased funding?

Major 53: Postage expense pre-Covid had been decreasing slightly.

Major 54: Updated budget request to known actual. There is a corresponding decrease in revenue.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The proposed budget benefits Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) by increasing free access to more library materials in many languages and perspectives and making them available online. MPL's fee for Overdrive is driven by use and is now 19% of our annual expenditures for all materials.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The Library is proposing a balanced budget for 2022 while still maintaining 2021 budgeted library operating hours, staffing levels, programs, and services. We do this while also maintaining the elimination of fines, which was a huge barrier for many users.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Library does not keep demographic information on its users, however, based upon anecdotal experience and the questions asked by library users, we know that many of our patrons identify as a member of a marginalized population. Library reference staff regularly keep track of the types of questions they receive so that staff training, library service promotion, collection requests, etc. can inform the types of services we provide and the method by which we provide them.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

BIPOC residents, teachers, childcare providers, assisted living and resident care facilities, families and lower income patrons make up various library Community Partners who are invested in a robust library collection and partnering with the library for programming and space needs in conjunction with the collection. The library has also provided programming resources to the Department of Civil Rights and agencies requiring public notice and may benefit other City Agencies at any time. We connect citizens with City services by making that information easily findable on the Library's e-resources webpage.

The Madison Public Library planning team has conducted extensive neighborhood research and Community Engagement Librarians have feedback from Community Partners about increasing certain collection areas, specifically for children and in Spanish. There are also tools available for patrons to submit collection requests through an online form, in person and via email. In addition, social media provides an outlet for collecting even more information from the community. For the Overdrive collection the Collection Development Committee of the Wisconsin Public Library Consortium has surveyed member libraries for recommendations on increasing the collection's diversity. Some ideas have already been implemented. For example, in response to the Black Lives Matter movement, Overdrive worked with publishers to obtain simultaneous-use formats of some diverse titles. One of these titles, *So You Want to Talk About Race*, was the sixth highest circulating title of 2020.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

With the Library Materials operating budget remaining static we are limited in our ability to expand the electronic and subscription collections. This also adds to the gap between what Madison spends per patron ($3.78) and what other suburban libraries in Dane County spends per patron ($10.10 on average). It also adds to the challenge of increasing areas of the collection that may be under-represented due to lack of budget, for example Spanish language Picture Books. We are in the process of conducting a library-wide diversity audit of the collection that will reveal gaps with regards to collection areas specific to race, non-binary and transgender people, and people with disabilities. Checking out library materials has always been free, but additionally, the library utilized racial equity and income data when planning for a fine-free library for overdue items. Library materials have always been accessible to those who may be experiencing homelessness or poverty as well as those with undocumented status. The Madison Public Library Board approved Collection Development Policy provides a framework for the growth and development of collections in support of the Library's mission to "provide free and equitable access to cultural and educational experiences and celebrate ideas, promote creativity, connect people, and enrich lives."

We are still experiencing the effects of the pandemic and are not able to find ways to bring hours back to the Alicia Ashman and Monroe Street Libraries. These hours cuts potentially harm specific populations, especially on the far west side, which serves communities like Tree Lane and Wexford Ridge. Under current budget restraints, however, w e are not able to restore these hours (which we estimate to be $137,500 for Alicia Ashman and $70,000 for Monroe Street) within the current cost to continue budget .

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue to focus on a collection marketing plan and share and gather input from Community Partners during visits and planning sessions.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

● Yes   ○ No

MPL RECT -- The library's Racial Equity Change Team has included the recommendation in their work plan that the library utilize Ingram's diversity audit every year and that collection staff incorporate the report's purchasing recommendations into the library's purchasing budget.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

$959,806

What is the proposed reduction to this service's budget?

$13,600

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	$Amount	Description

Activity	$Amount	Description
Eliminate Brinks service	13,600	With Library going fine free there are fewer in-person payments and staff are willing to take this on.

☑ Insert item

Total	$13,600	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	$ Amount	Description
Personnel		
Non-Personnel	$13,600	Eliminate Brinks service
Agency Billings		
Total	$13,600	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years?   No

Does the proposed reduction result in eliminating permanent positions?   No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?   No

If yes, which agencies:

Describe why the proposed reduction was chosen.

See spreadsheet of reductions uploaded to SharePoint. The spreadsheet lists all reductions across Library services and details service impacts, RESJ impacts and why the reductions were chosen. The spreadsheet also indicates which reductions are sustainable, which are only sustainable for a couple of years, and which reductions would reduce Library services to the point of potential rolling closures due to lack of staff to open buildings safely. The spreadsheet also indicates which line items in Library reductions have been proposed in prior years.

Eliminate Brinks Service: With Library going fine free there are fewer in-person payments and staff are willing to take this on.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Eliminate Brinks Service RESJ impact: none.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	$Amount	Description

☑ Insert item

Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	$Amount	Description
Personnel		
Non-Personnel		

Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)? Select... ▾

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

2022 Operating Budget
Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

| Library | ⌄ |

SELECT YOUR AGENCY'S SERVICE:

| Community Engagement | ⌄ |

SERVICE NUMBER:

| 502 |

SERVICE DESCRIPTION:

This service is responsible for program providers and performers associated with community engagement activities and collaborative projects for all ages. The goal of the service is to foster a diverse patron and partner base and programs and services that are based directly on residents' needs and wants.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund							
	General-Net	$351,725	$528,186	$528,186	$929,282	$1,820,573	$1,741,728
	Other-Expenditures	$0	$0	$0	$0	$0	$0
Total		$351,725	$528,186	$528,186	$929,282	$1,820,573	$1,741,728
Budget by Major							
	Revenue	($416,505)	($121,100)	($366,392)	($36,500)	($36,500)	($168,980)
	Personnel	$429,280	$374,251	$764,095	$697,601	$1,588,892	$1,588,892
	Non-Personnel	$338,951	$275,035	$130,483	$268,181	$268,181	$321,816
	Agency Billings	$0	$0	$0	$0	$0	$0
Total		$351,726	$528,186	$528,186	$929,282	$1,820,573	$1,741,728
	FTEs		7.00		7.60	18.00	18.00

PRIORITY

Citywide Element | Economy and Opportunity | ⌄

Describe how this service advances the Citywide Element:

Community Engagement (502) provides for all aspects of programming at the Madison Public Library, which directly supports the strategy of closing the educational opportunity gap. Over half of Madison Public Library programs specifically work with youth during the out of school/pre-formal school time. Throughout the pandemic, library programming staff adapted to creating programs in a virtual format and are now a critical partner to many other City agencies and community organizations as they re-engage with youth and families in-person. Library staff are partnering with Parks on their family movie nights and outdoor events; with the Clerk's office to register voters across the City in non-traditional settings; with the UW and its All of Us initiative, which aims to enhance the diversity of its health research; with Public Health to offer pop-up clinics; with our first ever Artist-in-Residence cohort, who are working with youth on the topic of inclusion; and more.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Programming	100%	Funds in Community Engagement support contracting with local artists, entrepreneurs, experts, and organizations to provide classes at our 9 library locations. It also covers the expense of the supplies these contractors and our staff conducting programs need. The Bubbler staff that are funded in this area spend all of their time on planning and conducting programs, as well.

🔹 Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

| -78845 |

What are the service level impacts of the proposed funding changes?

Increased Contributions and Donations, reallocated from Public Services. Reduced funding for program supplies and services.

Library is presenting a balanced budget request across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
1200	42	($3,500)	Other Unit of Government Revenues Operating
1200	43	$4,100	Charges for Services
1200	46	($133,080)	Contributions and Donations

☑ Insert item

Explain the assumptions behind the change to budgeted revenue.

Major 42 and 43: Dane County Library System had confirmed 2021 Beyond the Page grants will be $2,700. Shifting revenue to correct source, removing from charges for services, $3,500 confirmed 2022 amount for Youth Literacy grants.

Major 46: Contributions and Donations shifted from Public Services.

What is the justification behind the proposed change?

Major 42: We confirmed these grants will continue in 2022 and confirmed 2022 amounts.

Major 46: Reallocated Contributions and Donations from Public Services.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
1200	53	$12,580	Net for decrease in software license & supplies and increase in program supplies.
1200	54	$41,055	

☑ Insert item

Explain the assumptions behind the requested funding.

Increases in program supplies and services due to reallocation of Contributions and Donations from Public Services to Community Engagement.

What is the justification behind the increased funding?

Library is presenting a balanced budget across all services.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Currently, library programming staff make great efforts to not only provide programming directed at meeting the needs of BIPOC, people living with lower incomes, and other marginalized populations but to hire people from those communities to provide library programs. The budget outlined in our cost to continue proposal will keep the Library programming and Community Engagement efforts going at their current levels.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?	The Library is proposing a balanced budget for 2022 while still maintaining 2021 budgeted library operating hours, programs, and services. We do this while also maintaining the elimination of fines, which was a huge barrier for many users.
b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	As a library, we generally do not keep demographic information for individuals who attend our programs. However, much of the work we do involves working with partners who have this information or cater to specific, marginalized populations (for example, we will create programs specifically for Briarpatch, who work with youth experiencing housing insecurity). Because we work so closely in partnership with these groups, we regularly get feedback from them (who get their feedback directly from the youth and families involved) and create programs that address their needs. These relationships then create an organic response to needs (for example, when Briarpatch needed a rain location for their prom event, they reached out to us for help, and we were able to provide it).
c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	

We have too many partners to include everything here, but a sampling includes:

Clerk's office – we have included voter education and registration into a number of our existing events and Dream Bus stops within neighborhoods across the City; Parks – we are holding library play and literacy events in parks and adding literacy elements to parks events like movie nights; CDD – library staff are part of the priority youth conversations and assist heavily with the Wanda Fullmore Internship program; MMSD – library staff meet regularly with the Family, Youth and Community Engagement department to find ways to bring youth and families together; Madison Reading Project -- the library's We Read program is being promoted at all Madison Reading Project stops, as they distribute project kits on behalf of the library; and Briarpatch (examples listed above). Again, we believe incorporating partner and community feedback happens organically as we build and maintain relationships. The Live Well @ MPL project beautifully illustrates this. Originally, community partners came to us with an idea for health-related programming for women of color. The program series was initially supported through our Library Takeover Project, but it has now become a regular programming initiative for us. And, as each program happens, the community conversations that take place help to shape the next event(s). So, not only are women of color now accessing different means of health education and support, they are helping to shape future opportunities for others.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

We are still experiencing the effects of the pandemic and are not able to find ways to bring hours back to the Alicia Ashman and Monroe Street Libraries. These hours cuts potentially harm specific populations, especially on the far west side, which serves communities like Tree Lane and Wexford Ridge. Under current budget restraints, however, w e are not able to restore these hours (which we estimate to be $137,500 for Alicia Ashman and $70,000 for Monroe Street) within the current cost to continue budget .

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We keep our partners informed of upcoming budget changes on an ongoing basis through our regular email and in-person exchanges. At this time, however, because our cost to continue keeps things the same, we have not communicated any budget messages.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

◉ Yes   ○ No

If so, please identify the respective group and recommendation.

NRT – NRT feedback regularly influences library programming initiatives. For example, on the north side, connections and information from the NRT created the opportunities for Lakeview Library staff to support programming initiatives for youth like the Saturday teen events in 2019 or the upcoming summer block parties.

RESJI –Part of the MPL RESJI Team's work plan is to maintain, strengthen, and grow our partnerships with organizations serving marginalized communities, which the Community Engagement service focuses on. It has also inspired our contract analysis project, which is expected to result in us increasing our connections with contractors of color, specifically in the areas of programming and engagement work.

Equitable Workforce Plan – We use the equitable hiring tool on all of our positions at least once every three years, which has helped us see an increase in our hiring of candidates of color. For Community Engagement work, it is crucial that we have staff that look like the communities we are trying to reach.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

$958,987

What is the proposed reduction to this service's budget?

$274,420

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	$Amount	Description
Reduce Conferences & Training	1,000	Total reduction of $11,000 across Public Services, Community Engagement and Admin & Marketing services.
Reduce Adobe Software licensing	10,000	Library will ask the Foundation to fund these licenses used in conjunction with programming and marketing.
Reduce Program Supplies	75,500	A cut of this size represents a 62% decrease in spending on program supplies. This would result in a substantial decrease in our ability to provide hands-on educational programming. Even if staff were able to gain funds through grants, their time would need to be spent on writing requests and reports, so programming would still be reduced at some level. A small cut of 10-15% could be sustainable, however.
Reduce Program Services	72,000	A cut of this size represents a 60% decrease in spending on program services. This would result in a substantial decrease in our ability to provide hands-on educational programming. Even if staff were able to gain funds through grants, their time would need to be spent on writing requests and reports, so programming would still be reduced at some level. A small cut of 10-15% could be sustainable, however.
Reduce Librarian position 0.2	16,121	Reducing frontline positions reduces the speed with which all library patrons get their materials and may result in more frequent emergency closures of library due to inadequate staffing. Reducing library collection and building access affects all library users, many of whom identify as BIPOC.
Eliminate Central evening hours.	99,799	This represents a significant service cut to the community. Many special events happen at the Central Library during evening hours, and due to space, they could not be replicated at neighborhood libraries. In addition, its closing would put more pressure on support agencies downtown that serve as a safe place for those experiencing homelessness. Total reduction eliminating Central evening hours is $375,029 in these services: $162,413 in Public Services; $99,799 in Community Engagement; and $112,817 in Facilities.

Insert item

Total	$274,420	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	$ Amount	Description
Personnel	$115,920	Reduce Librarian position 0.2; eliminate Central evening hours eliminates 1 FTE and reduces 1.0 FTE to 0.7.
Non-Personnel	$158,500	Reduce Conferences & Training; Adobe software licensing; program supplies and services.
Agency Billings		
Total	$274,420	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years?   Yes ⌄

Does the proposed reduction result in eliminating permanent positions?   Yes ⌄

If yes, what is the decrease in FTEs: 1.5

Does the proposed reduction impact other agencies (i.e. Fleet Services)?   Yes ⌄

If yes, which agencies: Reduces Library support for CDA, Parks, and Clerk's Office programs.

Describe why the proposed reduction was chosen.

See spreadsheet of reductions uploaded to SharePoint. The spreadsheet lists all reductions across Library services and details service impacts, RESJ impacts and why the reductions were chosen. The spreadsheet also indicates which reductions are sustainable, which are only sustainable for a couple of years, and which reductions would reduce Library services to the point of potential rolling closures due to lack of staff to open buildings safely. The spreadsheet also indicates which line items in Library reductions have been proposed in prior years.

We have analyzed every line item in our budget and reduced everything to the lowest point we believe to be possible. The only area left to reduce was staffing. We prioritized eliminating as many vacant positions as possible, while trying to maintain functional library staffing levels. We prioritized existing staff for two primary reasons: 1) Our staff is the biggest investment the City makes in our budget, and we believe it is crucial to maintain morale levels to provide the best possible service to residents of Madison; and 2) Our efforts to hire more staff of color have been very successful over the last several years, which means that our least senior employees are predominantly staff of color. By eliminating more filled positions, we would create numerous bumping situations, which would result in the loss of this staff. In addition to reducing FTEs the proposed reduction also eliminates 12 hourly positions.

Reduce Conferences & Training: We hope that there are more virtual options, not requiring travel, post-COVID.

Reduce Adobe Software licensing: This could be something funded by the Madison Public Library Foundation .

Reduce Program Supplies: These funds could partially be replaced by Madison Public Library Foundation fund raising, but not on a long-term basis, and not without expenses in the form of staff time.

Reduce Program Services: These funds could partially be replaced by Madison Public Library Foundation fund raising, but not on a long-term basis, and not without expenses in the form of staff time.

Reduce Librarian position 0.2: This would result in reduced programming; programming that is generally targeted towards marginalized populations.

Eliminate Central evening hours: Due to its size, Central is considerably more expensive to operate than any other single library. We impact fewer residents across the city by reducing evenings in this location while maximizing the dollars we save (versus cutting evening hours at multiple libraries across the City).

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Reduce Conferences & Training RESJ impact: Library training funds are frequently spent on attending events that center racial equity and social justice like the YWCA summit or GARE events. Reduced funding for training means fewer staff members are able to attend events like this. In addition, a number of library staff, particularly new staff, identify as BIPOC and fewer funds means fewer staff are invested in.

Reduce Adobe Software licensing RESJ impact: If funding is not received from MPLF, library patrons, many of whom identify as BIPOC (specifically youth), will not have access to these programs.

Reduce Program Supplies RESJ impact: The library has made many strides in our programming that support both the needs of communities of color in Madison and also artists and educators of color in our community. Reducing programming negatively impacts our ability to both meet those community needs and support Madison's BIPOC arts and education communities.

Reduce Program Services RESJ impact: The library has made many strides in our programming that support both the needs of communities of color in Madison and also artists and educators of color in our community. Reducing programming negatively impacts our ability to both meet those community needs and support Madison's BIPOC arts and education communities.

Reduce Librarian position 0.2 RESJ impact: A loss of staff means fewer programs; programs which are targeted towards marginalized communities. A .2 reduction in a librarian position equals one full day of program capacity lost. Some librarians may run 4 or 5 programs a day, so this is potentially a significant loss in programming.

Eliminate Central evening hours RESJ impact: The Central Library is frequently used by people experiencing homelessness, many of whom identify as people of color. If Central is closed evenings, there will be more stress on other support sites like the Beacon and area churches. Additionally, a cut of this size would need to include lay-offs. We have hired a number of staff of color in recent years who now make up the majority of the lower seniority levels of staff (in other words, the staff who would be laid off would more likely be staff of color).

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	$Amount	Description
Delivery of Library materials.	15000	Pre-pandemic, the Library delivered materials to assisted living facilities using volunteers. During the pandemic, the Library expanded the delivery service to Spanish-speaking and in-home daycare facilities, using funds from the Madison Public Library Foundation. Post-pandemic, the Library wishes to expand the delivery service further and operationalize it.

■ Insert item

Total	15,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	$Amount	Description
Personnel		
Non-Personnel	15,000	Delivery service charges.
Agency Billings		
Total	15,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.
Library Fund.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.
There will potentially be minor inflation increases over the years, but expansion of this service does not require additional staffing.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?   No ⌄

If yes, which agencies?

Describe why the proposed increase is critical.

The expansion of the delivery service will support childcare providers, specifically Spanish-speaking providers and other in-home childcare providers, who may not have easy access to library locations or funds to build their childcare site's own book collection. This consistent and free access to books in both English and their native language (whatever language that may be), provides critical early literacy support for young children, which then sets them up for later success in school.

Submit

2022 Operating Budget
Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library	⌄

SELECT YOUR AGENCY'S SERVICE:

Facilities	⌄

SERVICE NUMBER:

504

SERVICE DESCRIPTION:

This service is responsible for all activities and services associated with the operation of Madison Public Library's nine public libraries and the Library Maintenance Support Center. The goal of this service is to provide a safe, pleasant, and welcoming environment at the Central and neighborhood libraries.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund							
	General-Net	$2,016,718	$2,322,203	$2,322,204	$2,401,353	$2,408,863	$2,393,970
	Other-Expenditures	$0	$0	$0	$0	$0	$0
Total		*$2,016,718*	*$2,322,203*	*$2,322,204*	*$2,401,353*	*$2,408,863*	*$2,393,970*
Budget by Major							
	Revenue	($385,665)	($222,459)	($154,916)	($141,609)	($32,100)	($51,412)
	Personnel	$1,074,204	$1,078,590	$1,076,962	$1,118,561	$1,111,866	$1,111,866
	Non-Personnel	$1,316,442	$1,455,020	$1,384,644	$1,412,907	$1,317,338	$1,321,757
	Agency Billings	$11,737	$11,052	$15,514	$11,494	$11,759	$11,759
Total		$2,016,718	$2,322,203	$2,322,204	$2,401,353	$2,408,863	$2,393,970
	FTEs		10.80		12.80	12.92	12.92

PRIORITY

Citywide Element	Culture and Character	⌄

Describe how this service advances the Citywide Element:

The Madison Public Library Facilities service supports the strategy of providing safe and affirming community spaces. During typical years, the Madison Public Library locations support nearly 2 million visits. The Library is committed to maintaining (in this order) safe, accessible, comfortable and welcoming buildings. We partner with the public, Library staff, City Engineering staff and appropriate vendors to maintain safe facilities which serve the entire community. In addition, we work to support the City's Green and Resilient commitments by constantly seeking ways to both reduce facility operations costs and increase environmental sustainability through initiatives such as solar panel installations, geothermal well systems and LED light replacements. During the COVID-19 pandemic, we have diligently worked to ensure that all staff have appropriate PPE and workspace protections and are trained on safe cleaning practices. We provide a consistent supply of all materials they need to make their environments safe for themselves and library patrons.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Building Maintenance	30%	Performing repairs, responding to user requests, coordinating preventative maintenance, coordinating vendor assistance.
Custodial Tasks	30%	Cleaning Central Library, maintaining janitorial supplies, responding to custodial emergencies at Central and neighborhood libraries.
Building Projects	30%	Scheduling, coordinating and completing major building projects such as renovations, refurbishments and new construction.
Planning	10%	Planning for new facilities, designing new facilities and engaging the public and staff on future library facility needs.

🔲 Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?   (14,893)

What are the service level impacts of the proposed funding changes?

Library is adjusting expense budgets to align more accurately with historical costs.

Library is presenting a balanced budget request across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?   No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?   No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Increase

Fund	Major	Amount	Description
1200	42	$27,100	Federal Revenues Operating decrease
1200	43	($39,500)	Charges for Services increase
1200	46	($6,912)	Contributions and Donations increase

Insert item

Explain the assumptions behind the change to budgeted revenue.

Major 42: It was confirmed there will not be an eRate rebate in 2022.

Major 43: Increased Catering Concessions and Facility Rental with the resumption of Central Library events.

Major 46: Anticipated purchases using Endowment funds in 2022.

What is the justification behind the proposed change?

Major 42: It was confirmed there will not be an eRate rebate in 2022.

Major 43: Library's Events Coordinator has several reservations pending for 2022.

Major 46: Sequoya branch anticipates using Endowment funds for some furniture purchases.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description

1200	53	$10,262	Supplies
1200	54	($5,843)	Purchased Services

🔲 Insert item

Explain the assumptions behind the requested funding.

Major 53: Increase for events software not purchased in 2021 but needed in 2022 with the resumption of events. Slight increases in safety supplies for the branches.

Major 54:   Decrease in Pinney building repairs (as this is a new building, minimal repairs are anticipated). Decrease in Fire Protection (Library changed companies for this service and realize a savings).

What is the justification behind the increased funding?

Major 53: 2021 had reduced expenses due to branch closures, 2022 is anticipated to have increased supplies needs.

Major 54: 2022 anticipated needs decreases funding.

Library is presenting a balanced budget request across all services.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Madison Public Library strives to center principles of racial equity and social justice in all we do. Our spaces provide safe and welcoming environments for everyone to gather, and we specifically strive to accommodate the needs of BIPOC, lower income and other marginalized populations through our facilities' design, customer service, and policies. The proposed, balanced, cost to continue budget continues library facility hours at current levels with this racial equity lens firmly in place.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?	System-wide, we have made many changes to library services to remove barriers and address gaps, such as eliminating fines, adjusting hiring practices using equitable hiring tools, working with more diverse groups of artists in residence, and analyzing our behavior policy. Specifically in terms of facilities, the Dream Bus works to remove barriers by bringing library resources to communities outside of our traditional buildings. By maintaining the library budget at its cost to continue levels, we will maintain this focus on communities of color, lower income communities, and those otherwise marginalized communities. And, by serving them well, everyone in Madison benefits.
b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	The Library does not keep demographic information on its users, however, based upon anecdotal experience, we know that many of our patrons identify as members of a marginalized population. As part of our Results Madison plan, we are working to create ways to get user feedback on an ongoing basis, specifically around who is using our spaces (meeting rooms/study rooms) and how we can better meet both their needs and the needs of those not currently using the space.
c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	

Many City agencies use our spaces for essential services, such as polling locations and heating/cooling shelters, and for city-wide programs, like the Wanda Fullmore Intern program (CDD) and City Leadership conferences (HR/OD). In addition, many partner agencies such as the Tenant Resource Center, Mentoring Positives, Briarpatch, MSCR, Social Good Madison, MMSD, and others use our spaces for everything from major events like Forward Fest to one on one tutoring spaces. Our staff works closely with all of these groups to receive feedback and ensure their space needs are being met. We also use their feedback to inform future space planning. For example, the feedback from organizations is being used in our planning processes for the Central Library refresh in 2023.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

We are still experiencing the effects of the pandemic and are not able to find ways to bring hours back to the Alicia Ashman and Monroe Street Libraries. These hours cuts potentially harm specific populations, especially on the far west side, which serves communities like Tree Lane and Wexford Ridge. Under current budget restraints, however, w e are not able to restore these hours (which we estimate to be $137,500 for Alicia Ashman and $70,000 for Monroe Street) within the current cost to continue budget .

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

If our budget proposals include major changes, we try to communicate with stakeholders through a number of media platforms and one on one communication methods (email, phone call, etc.). Because no service cuts are proposed in our cost to continue budget, we have not sent any budget messages at this time.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

○ Yes   ◉ No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

$959,806

What is the proposed reduction to this service's budget?

$245,887

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	$Amount	Description
Eliminate Furniture budget	22,964	Libraries in need of furniture will need to use Endowment funds or ask their Friends or the Foundation for funding. Most facilities have recently been remodeled using donations, expense reimbursement and levy funding.
HVAC hours reduction	30,000	During COVID staff began working flexible schedules to limit capacity in work areas. Staff who continue to work flexible schedules will have to choose between comfort levels for heating and cooling, as they will not be kept as cold/warm outside of public operating hours. (Temperature levels will still be within OSHA guidelines during all hours.)

Activity	$Amount	Description
Eliminate Library Planner position	80,106	
		Madison Public Library currently lacks a number of important plans to direct the change and growth of the library system as the City of Madison grows. Without the Planner position, MPL will continue to lack the expertise needed to get these plans (a master facilities plan, a westside siting plan, a strategic plan, etc.) created.
Eliminate Central evening hours.	112,817	
		This represents a significant service cut to the community. Many special events happen at the Central Library during evening hours, and due to space, they could not be replicated at neighborhood libraries. In addition, its closing would put more pressure on support agencies downtown that serve as a safe place for those experiencing h o m elessness. Total reduction eliminating Central evening hours is $375,029 in these services: $162,413 in Public Services; $99,799 in Community Engagement; and $112,817 in Facilities.

◼ Insert item

	Total	
	$245,887	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	$ Amount	Description
Personnel	$149,259	Library would hope to realize these savings through attrition of other positions before having to eliminate the newest staff member; or to potentially fund this position with the Reindahl capital project. Eliminating Central evening hours results in a lay off of 1.0 FTE custodial staff.
Non-Personnel	$96,628	Furniture purchases would need to be funded by donations. HVAC hours reduction would result in staff who are flexing time outside of open hours being uncomfortable. Eliminating Central evening hours reduces energy expenses by an estimated $43,664.
Agency Billings		
Total	$245,887	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years?　　　　　　　　　　　　　　　　　　　　No ⌄

Does the proposed reduction result in eliminating permanent positions?　　　　　　　Yes ⌄

　　　　　If yes, what is the decrease in FTEs:　　　　　　　　　　　　　　　　　　　　　　　　　　　　2

Does the proposed reduction impact other agencies (i.e. Fleet Services)?　　　　　　Yes ⌄

　　　　　If yes, which agencies:　　Madison Public Library would need assistance from other agencies for planning.

Describe why the proposed reduction was chosen.

See spreadsheet of reductions uploaded to SharePoint. The spreadsheet lists all reductions across Library services and details service impacts, RESJ impacts and why the reductions were chosen. The spreadsheet also indicates which reductions are sustainable, which are only sustainable for a couple of years, and which reductions would reduce Library services to the point of potential rolling closures due to lack of staff to open buildings safely. The spreadsheet also indicates which line items in Library reductions have been proposed in prior years.

We have analyzed every line item in our budget and reduced everything to the lowest point we believe to be possible. The only area left to reduce was staffing. We prioritized eliminating as many vacant positions as possible, while trying to maintain functional library staffing levels. We prioritized existing staff for two primary reasons: 1) Our staff is the biggest investment the City makes in our budget, and we believe it is crucial to maintain morale levels to provide the best possible service to residents of Madison; and 2) Our efforts to hire more staff of color have been very successful over the last several years, which means that our least senior employees are predominantly staff of color. By eliminating more filled positions, we would create numerous bumping situations, which would result in the loss of this staff. In addition to reducing FTEs the proposed reduction also eliminates 14 hourly positions.

Eliminate furniture budget: Most facilities have recently been remodeled using donations, expense reimbursement and levy funding.

HVAC hours reduction: We believe this could be a sustainable way to adjust operations and save money. What is unknown is the affect on the Library's collections if the buildings are warmer in the summer and colder in the winters.

Eliminate Library Planner position: MPL could potentially fund this position with the Reindahl capital project.

Eliminate Central evening hours: Due to its size, Central is considerably more expensive to operate than any other single library. We impact fewer residents across the city by reducing evenings in this location while maximizing the dollars we save.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Eliminate furniture budget RESJ impact: Currently, libraries in wealthier neighborhoods have more robust endowments and Friends groups. It may be more difficult to raise funds for a library like Meadowridge, which serves a more diverse audience than some other library locations. However, with advance planning and preparation, we feel it can be accomplished.

HVAC hours reduction RESJ impact: None.

Eliminate Library Planner position RESJ impact: Without well-researched, comprehensive plans, we cannot be the most effective in targeting our services to areas that need resources the most (most often in or near communities of color).

Eliminate Central evening hours RESJ impact: The Central Library is frequently used by people experiencing homelessness, many of whom identify as people of color. If Central is closed evenings, there will be more stress on other support sites like the Beacon and area churches. Additionally, a cut of this size would need to include lay-offs. We have hired a number of staff of color in recent years who now make up the majority of the lower seniority levels of staff (in other words, the staff who would be laid off would more likely be staff of color).

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	$Amount	Description

◻ Insert item

Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?   Select... ▾

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

2022 Operating Budget
Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library	⌄

SELECT YOUR AGENCY'S SERVICE:

Public Service	⌄

SERVICE NUMBER:

501

SERVICE DESCRIPTION:

This service is responsible for the delivery of services to the Library's patrons and members of the community both in and outside of library facilities. Public Service focuses on direct provision of reference and research assistance, reader's advisory, literacy support, programming, technology training, collection management, and participatory learning and creation. The goal of the service is to provide individualized library services to meet patrons' needs.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund							
	General-Net	$13,559,416	$9,814,749	$9,814,748	$8,922,631	$7,748,983	$7,857,714
	Other-Expenditures	$32,001	$0	$0	$0	$15,000	$0
Total		*$13,591,417*	*$9,814,749*	*$9,814,748*	*$8,922,631*	*$7,763,983*	*$7,857,714*
Budget by Major							
	Revenue	($522,844)	($329,648)	($453,891)	($607,655)	($357,655)	($238,824)
	Personnel	$8,881,147	$9,913,992	$8,270,678	$9,280,715	$7,854,871	$7,854,871
	Non-Personnel	$5,233,115	$230,405	$1,997,961	$249,571	$266,767	$241,667
	Agency Billings	$0	$0	$0	$0	$0	$0
Total		$13,591,418	$9,814,749	$9,814,748	$8,922,631	$7,763,983	$7,857,714
	FTEs		93.10		89.40	74.00	74.00

PRIORITY

Citywide Element | Economy and Opportunity | ⌄ |
|---|---|

Describe how this service advances the Citywide Element:

Public Services (501) supports the Economy and Opportunity element, specifically advancing the strategy of closing the educational opportunity gap. Throughout the pandemic and into this recovery period, our Reference and User Services department has pivoted services to helping people sign up for free or low cost internet services, troubleshoot online education issues, find tax assistance, fax essential government forms, navigate online job applications, and more. This staff has also been trained as Financial Navigators in partnership with Community Development to assist people with their financial needs and recovery. Our circulation department has pivoted from curbside service to in-person service, while our collection continues to meet the educational and entertainment needs of our community. Madison Public Library locations have continued to offer computer access, wireless internet access, and wireless printing options and are now expanding printing access to those wanting to order prints from home. Public Services staff perform all of these functions with racial equity at the top of their minds, attending numerous trainings to ensure that they are providing the best and most equitable service to the people of Madison.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Reference and User Services	40%	Reference and User Services includes all staff that provide reference services, reader's advisory services, and program planning for adults.
Circulation	24%	Circulation includes all staff that deal with checking materials in and out, helping customers with library cards and problem items, and handling other library material procedures.
Youth Services	20%	Youth Services includes all staff that develop and lead programs for youth and their caregivers from ages 0 - 18.
Neighborhood Library Management	10%	Neighborhood Library Management includes 6.0 FTE Library Supervisors that oversee the 9 Library locations.

Library Technology and Other Operating Supplies	6%	This area accounts for replacing computers, paying software and licensing fees, and funding additional supplies that the libraries may need, such as mileage, insurance, etc.

🔲 Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?   108731

What are the service level impacts of the proposed funding changes?

Change from cost to continue to agency request reflects reallocation of budget among Library's services.

Library is presenting a balanced budget request across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?   No ⌄

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?   No ⌄

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes ⌄

Are you proposing an increase or a decrease to the budgeted revenue?

Decrease ⌄

Fund	Major	Amount	Description
1200	46	$118,831	Donations and Contributions has been reallocated across Library's services.

🔲 Insert item

Explain the assumptions behind the change to budgeted revenue.

The majority of donations and contributions are for Community Engagement, Collections and Facilities.

What is the justification behind the proposed change?

Aligning budget request with correct Library services.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No ⌄

Fund	Major	Amount	Description
1200	53	$2,358	

			Increase in office supplies request to align with historical costs when Library branches are open.
1200	54	($12,458)	Decrease due to cost to continue included one-time charges from 2020.

🔲 Insert item

Explain the assumptions behind the requested funding.

With Library branches opening for additional public services the office supplies expenses are expected to return to pre-COVID amounts.

What is the justification behind the increased funding?

Library is presenting a balanced budget request across all services. Some budget has been shifted across services to better reflect actual expenses.

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Many BIPOC, people living with lower incomes, and people who are otherwise marginalized rely on the library (both its resources and its staff) to help navigate essential life tasks like applying for government assistance, applying for jobs, researching entrepreneurship opportunities, accessing technology like computers and printers, and more. The budget outlined in our cost to continue proposal will keep the Library at its current open hours and staffing levels.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The Library is proposing a balanced budget for 2022 while still maintaining 2021 budgeted library operating hours, staffing levels, programs, and services. We do this while also maintaining the elimination of fines, which was a huge barrier for many users.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Library does not keep demographic information on its users, however, based upon anecdotal experience and the questions asked by library users, we know that many of our patrons identify as members of a marginalized population. Library reference staff regularly keep track of the types of questions they receive so that staff training, library service promotion, collection requests, etc. can inform the types of services we provide and the method by which we provide them.

The data collected to analyze the impact of going fine free did show clear disparities within service areas that related to lower income and marginalized populations. This information also led to changing the library locations for our Sunday hours to better address the equity needs within higher need service areas.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

The Library works with too many community partners and City agencies to list them all; however, a sample includes: CDD -- based on their experience and community feedback, we will continue the Financial Resources Hotline through October of 2021 with a plan to explore other financial literacy models like financial empowerment centers in 2022; Clerk's office -- as 2022 includes several major elections, we anticipate using many of our library locations as absentee voting and voter registration sites throughout the year, using feedback they receive throughout the year to make the service as accessible as possible; and MMSD -- we regularly work with MMSD and MSCR to determine the best locations to provide Dream Bus service across the City based upon the needs of youth and families with whom they work.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

We are still experiencing the effects of the pandemic and are not able to find ways to bring hours back to the Alicia Ashman and Monroe Street Libraries. These hours cuts potentially harm specific populations, especially on the far west side, which serves communities like Tree Lane and Wexford Ridge. Under current budget restraints, however, w e are not able to restore these hours (which we estimate to be $137,500 for Alicia Ashman and $70,000 for Monroe Street) within the current cost to continue budget .

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

If our budget proposals include major changes, we try to communicate with stakeholders through a number of media platforms and community relationships like those with alders, Library Friends groups, programming partners, and neighborhood associations. Because no service cuts are proposed in our cost to continue budget, we have not sent any budget messages at this time.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

◉ Yes   ○ No

If so, please identify the respective group and recommendation.

NRT – Neighborhood Resource Teams have been consulted regularly regarding Dream Bus stop locations.

RESJI – Part of the MPL RESJI Team's work plan is to examine our operating procedures and policies. One of the major projects this team is working on involves an equity analysis of our behavior policy. A second analysis looking at who we contract with is also being completed, and is expected to assist us in increasing our connections with contractors of color.

Equitable Workforce Plan – We use the equitable hiring tool on all of our positions at least once every three years, which has helped us see an increase in our hiring of candidates of color. In addition, to support this staff of color, we now have a thriving BIPOC affinity group, which meets monthly to provide support and training opportunities.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

$959,806

What is the proposed reduction to this service's budget?

$395,223

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	$Amount	Description
Phone reference services utilizing Zendesk	17,400	When all branches are fully connected to the city's network, the Library can shift phone reference services to utilize City VOIP phone features.
Reduce Conferences & Training	5,000	Total reduction of $11,000 across Public Services, Community Engagement and Admin & Marketing services.
Eliminate Central Library Sundays	75,000	Staffing at Central Library for Sunday hours are extra hours for staff, this cut would not lay off staff but only reduce the hours they are working.

Activity	$Amount	Description
Eliminate Lakeview Library Sundays	22,000	Staffing at Lakeview Library for Sunday hours are extra hours for staff, this cut would not lay off staff but only reduce the hours they are working.
Eliminate Goodman South Madison Library Sundays	22,000	Staffing at Goodman South Madison Library for Sunday hours are extra hours for staff, this cut would not lay off staff but only reduce the hours they are working.
Eliminate 5 Page positions (15 hours/week, targeting Pinney first)	62,975	These positions would be reduced through attrition. However, due to last year's staffing cuts, neighborhood libraries are already at a reduced staffing level. Losing additional positions will increase the likelihood of rolling library closures, as people call out sick or try to take vacation time.
Reduce multisite position from 1.0 to 0.6	28,435	Multisites are critical in keeping all 8 neighborhood libraries operating when other staff call out sick or are gone on vacation or due to medical/family needs. Fewer days of multisite coverage increase the likelihood of libraries closing due to staffing shortages.
Eliminate Central evening hours	162,413	This represents a significant service cut to the community. Many special events happen at the Central Library during evening hours, and due to space, they could not be replicated at neighborhood libraries. In addition, its closing would put more pressure on support agencies downtown that serve as a safe place for those experiencing homelessness. Total reduction eliminating Central evening hours is $375,029 in these services: $162,413 in Public Services; $99,799 in Community Engagement; and $112,817 in Facilities.

◼ Insert item

Total	$395,223	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	$ Amount	Description
Personnel	$372,823	Eliminate 5 Page positions system-wide; eliminate Central evening hours reduces 1 permanent staff and 9 hourly positions; reduce position from 1.0 to 0.6.; Central, Goodman South and Lakeview eliminate Sunday hours reduces staff extra hours/overtime.
Non-Personnel	$22,400	Eliminate Zendesk, reduce Conferences and Training, energy savings at Central due to reduction of open hours.
Agency Billings		
Total	$395,223	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years? Yes

Does the proposed reduction result in eliminating permanent positions? Yes

If yes, what is the decrease in FTEs: 2.7

Does the proposed reduction impact other agencies (i.e. Fleet Services)? No

If yes, which agencies:

Describe why the proposed reduction was chosen.

See spreadsheet of reductions uploaded to SharePoint. The spreadsheet lists all reductions across Library services and details service impacts, RESJ impacts and why the reductions were chosen. The spreadsheet also indicates which reductions are sustainable, which are only sustainable for a couple of years, and which reductions would reduce Library services to the point of potential rolling closures due to lack of staff to open buildings safely. The spreadsheet also indicates which line items in Library reductions have been proposed in prior years.

We have analyzed every line item in our budget and reduced everything to the lowest point we believe to be possible. The only area left to reduce was staffing. We prioritized eliminating as many vacant positions as possible, while trying to maintain functional library staffing levels. We prioritized existing staff for two primary reasons: 1) Our staff is the biggest investment the City makes in our budget, and we believe it is crucial to maintain morale levels to provide the best possible service to residents of Madison; and 2) Our efforts to hire more staff of color have been very successful over the last several years, which means that our least senior employees are predominantly staff of color. By eliminating more filled positions, we would create numerous bumping situations, which would result in the loss of this staff. In addition to reducing FTEs the proposed reduction also eliminates 14 hourly positions.

Phone reference services utilizing Zendesk: When all branches are connected to the city network, Zendesk service will no longer be necessary.

Reduce Conferences & Training: We hope that there are more virtual options, not requiring travel, post-COVID.

Eliminate Central Library Sundays: Sundays are the only service day that is funded through extra hours for staff, rather than built into the work week. (This is a carryover from when Sundays were added as an extra service day with Foundation funds), so it is the only time we can eliminate without laying off staff.

Eliminate Lakeview Library Sundays: Sundays are the only service day that is funded through extra hours for staff, rather than built into the work week. (This is a carryover from when Sundays were added as an extra service day with Foundation funds), so it is the only time we can eliminate without laying off staff.

Eliminate Goodman South Library Sundays: Sundays are the only service day that is funded through extra hours for staff, rather than built into the work week. (This is a carryover from when Sundays were added as an extra service day with Foundation funds), so it is the only time we can eliminate without laying off staff.

Eliminate 5 Page positions (15 hours/week, targeting Pinney first): Due to the nature of the position, there is a higher rate of turnover amongst Library Pages, so we can most likely eliminate these positions through attrition, rather than lay-offs.

Reduce multisite position from 1.0 to 0.6: This is at employee request. We would not approve this due to operational needs, but if budget cuts are required, we would rather take voluntary reductions, rather than forcing lay-offs.

Eliminate Central evening hours: Due to its size, Central is considerably more expensive to operate than any other single library. We impact fewer residents across the city by reducing evenings in this location while maximizing the dollars we save versus cutting hours at more locations across the City.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Eliminating Zendesk has no RESJ impact.

Reducing Conference & Training RESJ impact: Library training funds are frequently spent on attending events that center racial equity and social justice like the YWCA summit or GARE events. Reduced funding for training means fewer staff members are able to attend events like this. In addition, a number of library staff, particularly new staff, identify as BIPOC and fewer funds means fewer staff are invested in.

Eliminate Central Library Sundays RESJ impact: The Central Library is frequently used by people experiencing houselessness, many of whom identify as people of color. If Central is closed on Sundays, there will be more stress on other support sites like the Beacon and area churches.

Eliminate Lakeview and Goodman South Madison Sundays RESJ impact: In 2020, the Library Board voted to move Sunday hours to the Goodman South and Lakeview Libraries to better support the access of families of color. Eliminating Sunday hours at these locations would reduce this access.

Eliminate 5 Page positions RESJ impact: Reducing frontline positions reduces the speed with which all library patrons get their materials (which could result in higher payments to other Dane County libraries, if users choose to go elsewhere) and may result in more frequent emergency closures of library due to inadequate staffing. Reducing library collection and building access affects all library users, many of whom identify as BIPOC.

Reduce multisite from 1.0 to 0.6 RESJ impact: Reducing frontline positions reduces the speed with which all library patrons get their materials (which could result in higher payments to other Dane County libraries, if users choose to go elsewhere) and may result in more frequent emergency closures of library due to inadequate staffing. Reducing library collection and building access affects all library users, many of whom identify as BIPOC.

Eliminate Central evening hours RESJ impact: The Central Library is frequently used by people experiencing homelessness, many of whom identify as people of color. If Central is closed evenings, there will be more stress on other support sites like the Beacon and area churches. Additionally, a cut of this size would need to include lay-offs. We have hired a number of staff of color in recent years who now make up the majority of the lower seniority levels of staff (in other words, the staff who would be laid off would more likely be staff of color).

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	$Amount	Description

◻ Insert item

Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?   Select... ▾

If yes, which agencies?

Describe why the proposed increase is critical.

Submit