

Library**Function: Library***Budget Overview*

Agency Budget by Fund

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
Library	17,779,030	17,703,565	21,629,101	19,163,603	19,179,747	19,179,747
Permanent	20,174	-	32,001	-	-	-
TOTAL	\$ 17,799,205	\$ 17,703,565	\$ 21,661,103	\$ 19,163,603	\$ 19,179,747	\$ 19,179,747

Agency Budget by Service

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
Public Service	12,903,791	13,559,416	13,559,416	9,814,749	10,536,115	9,368,126
Community Engagement	451,035	351,725	351,725	528,186	893,539	777,617
Collection Resource & Access	2,325,223	1,775,707	1,775,707	2,042,421	1,904,231	2,182,427
Facilities	2,085,452	2,016,718	2,016,718	2,322,203	2,316,174	2,368,412
Admin & Marketing	33,703	-	3,957,536	4,456,045	3,529,688	4,483,165
TOTAL	\$ 17,799,205	\$ 17,703,565	\$ 21,661,103	\$ 19,163,603	19,179,747	19,179,747

Agency Budget by Major-Revenue

	2018 Actual	2019 Adopted	2019 Actuals	2020 Adopted	2021 C2C	2021 Request
Intergov Revenues	(100,887)	(95,681)	(1,295,770)	(76,226)	(1,876,484)	(1,368,883)
Charges For Services	(935,931)	(852,739)	(857,095)	(868,733)	(868,733)	(779,368)
Fine & Forfeiture	(277,103)	(250,000)	(218,597)	(250,000)	(250,000)	(23,700)
Investments & Other Contributions	(532,711)	(304,000)	(581,453)	(461,989)	(328,430)	(240,907)
Misc Revenue	(19,525)	(10,000)	(5,268)	(5,000)	(5,000)	-
Other Financing Source	(50,447)	(8,264)	(717,374)	-	-	-
Transfer In	(20,000)	(20,000)	(20,000)	(6,000)	(6,000)	(15,000)
TOTAL	\$ (1,936,605)	\$ (1,540,684)	\$ (3,695,558)	\$ (1,667,948)	\$ (3,334,647)	\$ (2,427,858)

Agency Budget by Major-Expenses

	2018 Actual	2019 Adopted	2019 Actuals	2020 Adopted	2021 C2C	2021 Request
Salaries	9,674,655	9,988,638	10,233,053	11,186,276	11,142,770	10,928,250
Benefits	2,984,992	2,868,445	2,793,386	2,890,097	2,835,673	2,875,738
Supplies	942,163	801,106	883,040	801,106	827,906	753,649
Purchased Services	2,656,438	2,623,526	3,721,340	2,776,835	4,531,739	3,873,662
Debt & Other Financing	-	-	4,718,544	-	-	-
Inter Depart Charges	128,964	136,158	110,921	132,191	131,260	131,260
Transfer Out	3,348,597	2,826,376	2,896,376	3,045,046	3,045,046	3,045,046
TOTAL	\$ 19,735,810	\$ 19,244,249	\$ 25,356,660	\$ 20,831,551	\$ 22,514,394	\$ 21,607,605



To: Dave Schmiedicke, Finance Director
From: Greg Mickells, Library Director
Date: July 10, 2020
Subject: 2021 Operating Budget: Transmittal Memo

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2021 Operating Request: Major Goals

Major Goals

The Madison Public Library is comprised of five services: Public Services, Community Engagement, Library Collections and Resources, Facilities, and Administration and Marketing. Our 2021 budget request seeks to support the following service level goals:

- **Public Services:** In addition to giving residents as much access to our physical collections, online resources, and public computers as possible, public services staff will be focused on adapting programs and services to focus on economic recovery efforts including: financial navigation services (in partnership with CDD), support for the educational efforts of the Madison Metropolitan School District, and support for the continued community discussions regarding racial equity and social justice.
- **Community Engagement:** Community Engagement staff will be working with partner agencies to identify areas of greatest community need, develop programs that specifically address those needs, and lead strategic planning efforts for the Library.
- **Library Collections and Resources:** This service area will focus on meeting increasing patron demand for both physical and electronic books, with an emphasis on materials that support racial equity issues.
- **Facilities:** In 2021, Facilities staff will focus on completing capital technology and LED projects, along with focusing on the continued cleaning and sanitizing necessary while in the COVID environment.
- **Administration and Marketing:** Administration and marketing staff will be working with Community Engagement staff to develop a new strategic plan, along with examining efficiency processes around the provision of phone service and materials handling.

COVID Response & Recovery

In 2020, Library staff have spent considerable time and energy re-developing our processes around everything from phone service to the provision of public computer access. Our 2021 budget request increases our janitorial and safety supply budget due to the need for additional cleaning and sanitizing supplies. Our budget request also includes increases in technological resources to support a centralized call center and the continued use of virtual services to the public and internal meetings to decrease payroll and travel expenses.

2021 Request & Equity

In our 2021 budget, we have prioritized services that directly impact Madison's communities of color. At the Library Board's direction, 2021 will be the first full year that the Madison Public Library will be fine free. We know that by eliminating fines, this will eliminate a major barrier that prevents members of our community from fully experiencing our services. We have retained or added to the operating hours of our neighborhood libraries providing services to communities of color and the socio-economically disadvantaged.

In 2020, our Racial Equity Change Team submitted a list of recommendations to the Library Board that will be attached to an action plan in 2021. This action plan will include items like examining our behavior consequences within the library and our relationship with the police, creating a comprehensive training program as part of our customer service framework to eliminate any implicit bias that may be present in our provision of services, aligning our collection materials with community racial equity needs, and creating systems of accountability and communication around our racial equity work. In addition to this action plan, our programming teams are working with the Madison Metropolitan School District to develop support services to engage families of color, while the Bubbler team is focusing their artist in residency program on highlighting the work of area artists of color.

2021 Request & Sustainability

The Library's Facilities team is constantly working to meet the City's sustainability goals. In 2021, several library locations should have completed their LED lighting upgrade, which will result in significant energy savings. We also are very focused on preventative maintenance so our systems operate properly and are as green as possible.

Major Changes in 2021 Operating Request

The 2021 Library budget removes several areas of revenue. Following the Library Board's directive, fines have been removed to allow for greater access. Due to COVID, event revenue for 2021 has also been eliminated. At this time, all groups who had events booked for 2021 were over 140 attendees and would not be allowed under current public health guidance. Also due to COVID, estimates for other revenues such as donations and grants were reduced. This reduction is reflected in a reduction in the program supplies and services budget. The remainder of the lost revenue was made up by the elimination of multiple vacant positions and a 50% reduction in program supplies and performers. While some of the work will be taken on by other staff members, a majority of the eliminated positions will cause an increase in the transit time of materials between libraries and patrons, a dramatic decrease in programming, and the closure of the lower level of the Central Library during weekday evenings.

Summary of Reductions

A 5% reduction equates to \$958,987 for our agency. We have proposed the following actions to reduce spending:

1. Eliminate the following positions:
 - a. 5.0 Librarian positions
 - b. 2.7 Library Assistant positions
 - c. 13 Page positions
 - d. 1 Security Monitor position
2. Reduce operating hours at the following locations:
 - a. Central, Pinney, Sequoya, and Ashman Libraries will be reduced to 8 hours per day, Monday – Saturday
 - b. Central will have no Sunday hours
 - c. Sunday hours will move from Pinney and Sequoya to a north/east and south/west location.
3. The Monroe Street Library will be temporarily closed.

Unfortunately, due to the many fixed, contracted, or mandated (by statute) items in our budget, the only area that could be reduced was our staff, which then impacts our overall operating hours. This decrease in operating hours represents a 24% decrease in hours across our entire system. While we will continue to do our best to provide services and achieve our service level goals, this does result in a major challenge for both residents and staff.

We look forward to continuing the discussion towards serving all Madison residents in the most impactful, most equitable way.

c.c. Deputy Mayors
Budget & Program Evaluation Staff
Krissy Wick
Tana Elias
Susan Lee
Lori Suiter
Mark Benno
Kevin Englebert

2021 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 Administrative and Marketing costs for the Library. This includes staffing costs for system-wide management and operational staff, system-wide supplies, and marketing tools. The purpose of this service is to segregate these types of costs from the day-to-day operations of Madison Public Library and its branches.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net			\$3,925,535	\$4,456,044	\$3,529,688	\$4,483,165
Other-Expenditures			\$32,001	\$0	\$0	\$0
<i>Total</i>	\$0	\$0	\$3,957,536	\$4,456,044	\$3,529,688	\$4,483,165
<i>Budget by Major</i>						
Revenue			(\$76,548)	(\$56,070)	(\$56,070)	(\$35,000)
Personnel			\$1,271,899	\$1,250,512	\$325,766	\$1,253,273
Non-Personnel			\$2,663,001	\$3,140,463	\$3,140,464	\$3,145,364
Agency Billings			\$99,184	\$121,139	\$119,528	\$119,528
<i>Total</i>	\$0	\$0	\$3,957,536	\$4,456,044	\$3,529,688	\$4,483,165
FTEs				2.70	2.70	11.40

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 City-wide initiatives and has assumed responsibility in several areas of emergency operations throughout the pandemic, specifically in the communication and planning areas. 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	85%	The Library's payment of \$3 million is paid out of this service.
Library System-wide Management	7%	A large part of the remaining funds in 505 is used for salaries of system-wide managers.
Library Marketing and Web Services	4%	The Library Marketing Department includes 3.0 FTE and funds for advertising and printing.

Insert item

SERVICE BUDGET CHANGES

Service Impact

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

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

Preface: 2019 was the first year Library had this service, so many of the 2019 budget figures were complete estimates.

Revenue decreased \$21,070 due to having actual amounts for Marketing Reproduction Services, where in 2018 this was co-mingled with Public Services Reproduction Services.

Expenses decreased increased \$953,477 due personnel allocation changes and having actual amounts for 2019 non-personnel expenses.

Library is presenting a balanced budget across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$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?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$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?

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

Fund	Major	Amount	Description
<input type="text" value="1200"/>	<input type="text" value="42"/>	<input type="text" value="\$2,826"/>	IRS Interest Credit no longer a source of revenue, 2020 was the last year it is received.
<input type="text" value="1200"/>	<input type="text" value="43"/>	<input type="text" value="\$18,244"/>	Reproduction Services is now based on 2019 actual, the first year this amount was segregated and known.

Insert item

Explain the assumptions behind the change to budgeted revenue.

2021 Operating Budget: Agency Reuquests

Prior year budget was a complete estimate. Actual revenue was not known until this was segregated to the Admin & Marketing Service and captured in a Munis Operating Project. In previous years this revenue was co-mingled with Public Services revenue.

What is the justification behind the proposed change?

We are bringing this revenue in line with 2019 actual since we now have the data. At this time we have not increased the projection for price increases because there is a worry that a price increase may decrease requests for this service from outside organizations. We have performed a review of the prices we are charging for this service and will be implementing a price increase in 2021. We have not yet decided on the actual price increases, once this is decided it must be presented to the Library Board for review and approval.

Non-Personnel

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

Yes

<i>Fund</i>	<i>Major</i>	<i>Amount</i>	<i>Description</i>
1200	53	\$4,535	Copy Printing Supplies \$1,990 Software Licenses & Supplies \$2,545
1200	54	\$365	Memberships have increased due to service realignment, these were previously all recorded in Public Services.

Insert item

Explain the assumptions behind the requested funding.

Major 53: Copy Printing Supplies is based on 2019 actual data.

Major 54: Memberships are known expenses.

What is the justification behind the increased funding?

Major 53: We are attempting to present a true and accurate budget in line with previous year's known actual expenses. Prior to 2019 we did not segregate the expenses for this Service. If the increase in Reproduction Service prices decreases requests for this service we would see a decrease in this expense. Software Licenses & Supplies was supplemented with donations in 2019 & 2020.

Major 54: We are attempting to present a true and accurate budget in line with previous year's known actual expenses. Prior to 2019 we did not segregate the expenses for this Service.

Part 2: Proposed Budget Reduction

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

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

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

Insert item

Total	\$0	
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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		
Agency Billings		
Total	\$0	

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?
2021 Operating Budget: Agency Requests

Select...

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

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

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

2021 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 includes costs for the library materials collection in all formats not funded by the Capital Budget. It also includes staffing and supply costs for the acquisition, cataloging, and processing of all materials. The Madison Public Library is the resource library and largest member of the South Central Library System. SCLS libraries share their collection resources through an integrated library system that provides access to the public through the LINKcat online library catalog. Costs associated with this system are also covered in this budget area.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$2,325,223	\$1,775,707	\$1,775,707	\$2,042,421	\$1,904,231	\$2,182,427
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$2,325,223</i>	<i>\$1,775,707</i>	<i>\$1,775,707</i>	<i>\$2,042,421</i>	<i>\$1,904,231</i>	<i>\$2,182,427</i>
<i>Budget by Major</i>						
Revenue	(\$957,934)	(\$866,263)	(\$2,293,996)	(\$938,671)	(\$2,738,929)	(\$1,966,603)
Personnel	\$1,239,319	\$1,218,720	\$1,369,911	\$1,459,029	\$1,243,694	\$1,311,448
Non-Personnel	\$2,043,838	\$1,423,250	\$2,699,793	\$1,522,063	\$3,399,466	\$2,837,582
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$2,325,223</i>	<i>\$1,775,707</i>	<i>\$1,775,708</i>	<i>\$2,042,421</i>	<i>\$1,904,231</i>	<i>\$2,182,427</i>
FTEs		13.25		12.75	12.75	13.25

PRIORITY

Citywide Element Culture and Character

Describe how this service advances the Citywide Element:

The collection contributes to the Library's role as an affirming community space where books, DVDs, music, and other materials are available for everyone. Collection management staff are responsive to the needs of the community in providing access to materials that meet public demand, interest, or need. The collection offers opportunities to learn, create, collaborate and be entertained. The Library provides materials to assist and support small businesses, entrepreneurs, and the self-employed, helping to close the educational opportunity gap. In addition, the Library's collection offers materials for lifelong learning creating opportunities for everyone to explore their interests.

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 order 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?

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

The removal of Library Fines creates a revenue shortfall of \$226,300.
Library is presenting a balanced budget across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="1200"/>	<input type="text" value="\$39,000"/>	Reducing Position 434 from FTE 1.0 to PTE 0.5, requested by employee. We will not create a new PTE 0.5.
Benefits	<input type="text" value="1200"/>	<input type="text" value="\$14,824"/>	Reducing Position 434 from FTE 1.0 to PTE 0.5, requested by employee. We will not create a new PTE 0.5.
Total		<input type="text" value="\$53,824"/>	

Explain the assumptions behind the allocation change.

Using the employee cost calculator to determine 50% of the position, using salary from the payroll snapshot.

What is the justification behind the allocation change?

We will not be creating another 0.5 position, we will need to find efficiencies in processes to absorb this personnel reduction.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$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?

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

Fund	Major	Amount	Description
<input type="text" value="1200"/>	<input type="text" value="42"/>	<input type="text" value="(\$529,175)"/>	Other Unit of Government Revenues
<input type="text" value="1200"/>	<input type="text" value="43"/>	<input type="text" value="(\$22,221)"/>	Charges for Services
<input type="text" value="1200"/>	<input type="text" value="45"/>	<input type="text" value="(\$226,300)"/>	Library Fines
<input type="text" value="1200"/>	<input type="text" value="46"/>	<input type="text" value="\$1,370"/>	Donation revenue increases
<input type="text" value="1200"/>	<input type="text" value="47"/>	<input type="text" value="(\$5,000)"/>	Miscellaneous Revenue
<input type="text" value="1200"/>	<input type="text" value="49"/>	<input type="text" value="\$9,000"/>	Transfer in revenue increases

Insert item

Explain the assumptions behind the change to budgeted revenue.

Major 42: Dane County Library System contract revenue was an estimate based on prior year % increases, actual figures were received in June 2020.
 Major 43: Anticipating 50% of 2019 actuals for Print/Copy and AV/Book rentals for 2021.
 Major 45: Madison Public Library is going fine free.
 Major 46: Based on known annual donations.
 Major 47: Anticipating \$0 in Miscellaneous Revenue.
 Major 49: Based on known Trust Fund draw.

What is the justification behind the proposed change?

Major 42: We are reducing the revenue and corresponding expense for the Dane County Contract based on actual figures received.
 Major 43: It is unknown when the branches will reopen with full services, we are estimating conservatively on revenue so as not to inflate expense budget.
 Major 45: We have not collected fines since 3/14/2020 and the Library Board has been asking to go fine free for years.
 Major 46: These are known commitments.
 Major 47: This revenue is comprised of: 1) book bag sales, which are being discontinued in 2020 and 2021; 2) requests for printed obituaries to be mailed; 3) patron purchases of miscellaneous items at the counter when branches are open.
 Major 49: Increased Trust Fund draw which is based on previous year's increases in the account.

Non-Personnel

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

Yes

<i>Fund</i>	<i>Major</i>	<i>Amount</i>	<i>Description</i>
1200	53	\$553	Copy Printing Supplies and Work Supplies

Insert item

Explain the assumptions behind the requested funding.

Major 53: Amounts are based on 2019 actuals.

What is the justification behind the increased funding?

Major 53: slight increase, reducing Copy Printing Supplies and increasing Work Supplies.

Part 2: Proposed Budget Reduction

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

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

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

Insert item

Total	\$0	
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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		
Agency Billings		
Total	\$0	

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.
 2021 Operating Budget: Agency Reuquests

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?


 

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

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

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

Submit

v. 06-01-20

2021 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 involves activities from program providers and performers associated with community engagement activities and collaborative projects for all ages. Examples include workshops on such topics as self-publishing, clothing design, independent film making, as well as collaborations with other organizations such as the Art + Literature Laboratory, the UW Madison Center for the Humanities, and other Dane County public libraries. It also includes supplies to support these efforts.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$451,035	\$351,725	\$351,725	\$528,186	\$893,539	\$777,617
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$451,035</i>	<i>\$351,725</i>	<i>\$351,725</i>	<i>\$528,186</i>	<i>\$893,539</i>	<i>\$777,617</i>
<i>Budget by Major</i>						
Revenue	(\$483,017)	(\$355,825)	(\$416,505)	(\$121,100)	(\$121,100)	(\$36,500)
Personnel	\$947	\$21,300	\$429,280	\$374,251	\$739,604	\$654,711
Non-Personnel	\$480,231	\$334,525	\$338,951	\$275,035	\$275,035	\$159,406
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>(\$1,839)</i>	<i>\$0</i>	<i>\$351,726</i>	<i>\$528,186</i>	<i>\$893,539</i>	<i>\$777,617</i>
FTEs		0.00		7.00	8.00	7.00

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. Even during the pandemic, library programming staff have adapted to creating programs in a virtual format. Staff are continuing to meet with youth at the juvenile detention center online to provide critical educational and emotional support. This program has been especially important during the pandemic, as youth are no longer allowed the interaction and visitors they were in the past. Bilingual storytimes are being offered online, along with traditional storytimes, to continue to engage parents and young children in early literacy experiences. And, youth services staff continue to support educators and caregivers with online continuing education experiences, most notably a partnership with Satellite Family Childcare providers.

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?

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

Reduced funding for program supplies and services.
Library is presenting a balanced budget across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="1200"/>	<input type="text" value="\$21,769"/>	<input type="text" value="This is 40% of position 7119."/>
Benefits	<input type="text" value="1200"/>	<input type="text" value="\$6,526"/>	<input type="text" value="This is 40% of position 7119."/>
Total		<input type="text" value="\$28,295"/>	

Explain the assumptions behind the allocation change.

Library used the employee cost calculator to determine 40% of this positions expenses for 2021 based on longevity and step increases.

What is the justification behind the allocation change?

This position was 40% grant funded, which ends in 2020. Library is eliminating a vacant hourly position in order to fully fund this position.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$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?

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

Fund	Major	Amount	Description
<input type="text" value="1200"/>	<input type="text" value="42"/>	<input type="text" value="(\$2,700)"/>	<input type="text" value="Other Unit of Government Revenues Operating"/>
<input type="text" value="1200"/>	<input type="text" value="46"/>	<input type="text" value="(\$83,600)"/>	<input type="text" value="Contributions and Donations"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

Major 42: Dane County Library System had confirmed 2021 Beyond the Page grants will be \$2,700.
Major 46: Contributions and Donations are estimated using conservative figures.

What is the justification behind the proposed change?

Major 42: We confirmed these grants will continue in 2021 and were informed they will continue at 50% of previous amounts.
Major 46: Some annual donors pulled 2020 amounts due to COVID-19. Due to the uncertainty of what 2021 will bring, we estimated conservatively. If we receive more than estimated we can restore revenue and program expense budget. Library would prefer to add budget rather than remove budget if donations are less than estimated.

Non-Personnel

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

No

Fund *Major* *Amount* *Description*

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Proposed Budget Reduction

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

\$958,987

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

\$0

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

Insert item

Total	\$0	
--------------	-----	--

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		
Agency Billings		
Total	\$0	

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.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

Submit

v. 06-01-20

2021 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Facilities

SERVICE NUMBER:

504

SERVICE DESCRIPTION:

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

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$2,085,452	\$2,016,718	\$2,016,718	\$2,322,203	\$2,316,174	\$2,368,412
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$2,085,452</i>	<i>\$2,016,718</i>	<i>\$2,016,718</i>	<i>\$2,322,203</i>	<i>\$2,316,174</i>	<i>\$2,368,412</i>
<i>Budget by Major</i>						
Revenue	(\$74,574)	(\$53,900)	(\$385,665)	(\$222,459)	(\$88,900)	(\$32,100)
Personnel	\$753,790	\$702,212	\$1,074,204	\$1,078,590	\$1,034,021	\$1,108,346
Non-Personnel	\$1,394,765	\$1,331,432	\$1,316,442	\$1,455,020	\$1,359,321	\$1,280,434
Agency Billings	\$11,471	\$36,974	\$11,737	\$11,052	\$11,732	\$11,732
<i>Total</i>	<i>\$2,085,452</i>	<i>\$2,016,718</i>	<i>\$2,016,718</i>	<i>\$2,322,203</i>	<i>\$2,316,174</i>	<i>\$2,368,412</i>
FTEs		8.00		10.80	11.80	12.80

PRIORITY

Citywide Element

Culture and Character

Describe how this service advances the Citywide Element:

The Madison Public Library Facilities department 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 service 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.
	30%	

Building Projects

Scheduling, coordinatin gand 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? 52238

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

The majority of the reductions are: furniture which was historically purchased with donations; and electricity expense for Central, based on historical data. Central's electricity expense has been under budget since 2017 and we have not adjusted the budget request since that time.

Library is presenting a balanced budget 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	(\$27,100)	Federal Revenues Operating increase
1200	43	\$48,900	Charges for Services decrease
1200	46	\$35,000	Contributions and Donations decrease

Insert item

Explain the assumptions behind the change to budgeted revenue.
2021 Operating Budget: Agency Reuquests

Major 42: We know of an eRate rebate we will receive in 2021.

Major 43: We are assuming \$0 Events revenue due to the uncertainty of COVID in 2021.

Major 46: In the past these donations have been from the Library Friends groups. 2021 assumes \$0.

What is the justification behind the proposed change?

Major 42: This is a known pass through amount from South Central Library System. This is being used to offset expenses increasing the WiFi access points in the branches.

Major 43: While we do have several tentative reservations, each event is over 140 people. It is unknown at this time when gatherings of that capacity will be allowed.

Major 46: Without being able to hold book sales, we are assuming little to no support. If we receive donation revenue we will need to increase revenue and expense budget. We have decreased expense budget as the offset for revenue decrease.

Non-Personnel

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

Yes

Fund	Major	Amount	Description
1200	53	(\$34,286)	Supplies
1200	54	(\$44,601)	Purchased Services

Insert item

Explain the assumptions behind the requested funding.

Major 53: The largest reduction is removal of Furniture expense, previously funded by Library Friends groups. We are assuming little to no support from these groups in 2021.

Major 54: 2021 request is based on 2015 - 2019 actuals.

What is the justification behind the increased funding?

Major 53: Without being able to hold book sales, we are assuming little to no support. If we receive donation revenue we will need to increase revenue and expense budget.

Major 54: The largest reduction is reduction in Equip Improv Repair & Maint . The next largest reduction is Electricity Expense, the 4 year trend for Central (the largest Electricity Expense) has been decreasing, yet we have not decreased the budget request in the past. If we have a large and unexpected Equip Improv Repair & Maint expense we may need to pay for that through the Capital Project Major Repairs & Replacements. Electricity Expense request is being reduced to bring it in line with 5 year trend of actuals.

Part 2: Proposed Budget Reduction

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

\$958,987

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

\$0

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

Insert item

Total	\$0	
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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		
Agency Billings		
Total	\$0	


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?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

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

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

Submit

v. 06-01-20

2021 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 encompasses the delivery of services to the Library's patrons and members of the community both in and outside of our facilities. Public Services focuses on direct provision of services such as reference and research assistance, reader's advisory, literacy support, programming, technology training, collection management, and participatory learning and creation. We are committed to providing personalized, individualized library services to meet our patrons' needs. This service area includes activities and programs relating to all public services staff (adult, teen, youth, preschool, programming, and administration).

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$12,903,791	\$13,559,416	\$13,559,416	\$9,814,749	\$10,536,115	\$9,368,126
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$12,903,791</i>	<i>\$13,559,416</i>	<i>\$13,559,416</i>	<i>\$9,814,749</i>	<i>\$10,536,115</i>	<i>\$9,368,126</i>
<i>Budget by Major</i>						
Revenue	(\$873,955)	(\$616,421)	(\$522,844)	(\$329,648)	(\$329,648)	(\$357,655)
Personnel	\$10,661,075	\$10,914,852	\$8,881,147	\$9,913,992	\$10,635,358	\$9,476,210
Non-Personnel	\$2,999,178	\$3,161,801	\$5,201,114	\$230,405	\$230,405	\$249,571
Agency Billings	\$117,493	\$99,184	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$12,903,791</i>	<i>\$13,559,416</i>	<i>\$13,559,417</i>	<i>\$9,814,749</i>	<i>\$10,536,115</i>	<i>\$9,368,126</i>
FTEs		115.65		93.10	102.80	91.40

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. During the COVID-19 pandemic, our Reference and User Services department has pivoted services to staff telephone and email reference lines, helping people to sign up for free or low cost internet services, trouble shoot online education issues, find tax assistance, and more. This staff has also been trained as Financial Navigators in partnership with Community Development to assist people with their financial needs during the economic crisis. Our circulation department has dramatically changed its workflow to meet patron demand by providing curbside pickup of our materials, which has become even more critical for residents of Madison, as they try to meet their educational and entertainment needs at home. Our programming staff continues to provide community programs to meet a variety of needs through online platforms and continues to try to support the Madison Metropolitan School District, parents, and caregivers in this new, rapidly-changing environment. And, as we found during the Safer At Home months, technology has never been more important to the health and financial stability of families. Madison Public Library locations have adapted to current conditions to continue to offer computer access, wireless internet access, and wireless printing options. Public Services staff perform all of these functions with racial equity at the top of their minds, attending monthly trainings and facilitated group discussions 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.
2021 Operating Budget: Agency Reuquests	24%	286

Circulation		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?

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

Reduced hours at Central Youth Services will allow for: 1) reallocation of personnel to other duties, covering vacant positions that will be eliminated; 2) reduce the number of security monitors needed as the entire floor will be closed. A spreadsheet with the calculations has been sent to Betsy York.

Some expenses are shifting to Admin & Marketing Service budget.

Library is presenting a balanced budget across all services.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	1200	\$36,568	Elimination of .7 Clerk Position 512
Benefits	1200	\$5,265	Elimination of .7 Clerk Position 512
Total		\$41,833	

Explain the assumptions behind the allocation change.

Elimination of a position after a 2020 retirement.

What is the justification behind the allocation change?

Closing Central Youth Services area at 6pm will allow for redeployment of staff to minimize impact.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly	1200	\$88,173	Elimination of hourly positions at Central, Ashman, Pinney and Sequoya
Total		\$88,173	

Explain the assumptions behind the requested funding.

Elimination of vacant positions.

What is the justification behind the increased funding?

Closing Central Youth Services area at 6pm will allow for reduction of security monitor on this floor.
Reduction of other hourly positions will result in increased delay of material handling and availability.

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	46	\$30,200	Increased anticipated donations to include technology donations.

Insert item

Explain the assumptions behind the change to budgeted revenue.

The Foundaton will support the use of Zendesk and remote computer assistance, the remote reference call software, for which we know the annual subscription cost.

What is the justification behind the proposed change?

Zendesk was purchased during COVID-19 in order to operate a central reference call line which could be run remotely through laptops. During the intial use of this product it was decided to use this model going forward, as this will increase efficiency at the branches by alleviating much of the phone call volume.

Non-Personnel

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

Yes

Fund	Major	Amount	Description
1200	54	\$20,672	Purchased Services budget.

Insert item

Explain the assumptions behind the requested funding.

Major 54: Increase is due to: 1) New Zendesk cost; and, 2) Increased SmartNet costs in 2021 included in the cost to continue increase.

What is the justification behind the increased funding?

Major 54: 1) Zendesk costs are offset by an increase in donation revenue; and, 2) Library branches will be connected to the city network and begin using City VOIP phones, SmartNet is the maintenance/support for the City's VOIP phones.

Part 2: Proposed Budget Reduction

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

\$958,987

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

\$958,987

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
Reference and User Services	298,834	Hours will be reduced at the Central, Sequoia, Ashman, and Pinney libraries, along with the 2021 closure of the Monroe Street Library. This hours closure represents a 25% hours cut across the system.
Circulation	506,655	Hours will be reduced at the Central, Sequoia, Ashman, and Pinney libraries, along with the 2021 closure of the Monroe Street Library. This hours closure represents a 25% hours cut across the system.
Youth Services	153,498	Programming will be reduced at several libraries so that staff can be redeployed to help with programming at the Meadowridge and Goodman South libraries (where the vacant positions were eliminated).

Insert item

Total	\$958,987	
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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	\$917,458	Reduced hours throughout all Library branches.
Non-Personnel	\$41,529	Temporarily closing MSB reduces Supplies and Services expenses related to operating the facility. The minimum facility expenses of \$6,031 remain in the budget.
Agency Billings		

\$958,987

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:

7.7

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

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

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.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

A reduction in staff of this magnitude will result in the shuttering of the Monroe Stree Library and a 25% reduction in hours across the system. It will also result in a dramatic reduction in programming. We hope to work with each neighborhood to get feedback on which hours work best for residents and which services are the most crucial to provide, however, there will be an overall reduction in service availability, which will have a negative impact that cannot be mitigated.

Submit

v. 06-01-20