

Budget by Fund

	2018 Actual	2019 Adopted	2020 C2C	2020 Request	\$ Change
General	18,231,609	17,703,565	18,362,294	18,362,295	658,730
Other-Expenditures	-	-	-	-	-
TOTAL	\$ 18,231,609	\$ 17,703,565	\$ 18,362,294	\$ 18,362,295	\$ 658,730

Budget by Service

	2018 Actual	2019 Adopted	2020 C2C	2020 Request	\$ Change
ADMIN & MARKETING	-	-	81,359	4,184,652	4,184,652
COL RES & ACCESS	2,325,223	1,775,707	1,985,557	1,982,632	206,925
COMMUNITY ENGAGEMENT	456,224	351,725	507,875	513,071	161,346
FACILITIES	2,085,452	2,016,718	1,895,470	2,277,866	261,148
PUBLIC SERVICE	13,364,709	13,559,416	13,892,034	9,404,075	(4,155,341)
TOTAL	\$ 18,231,609	\$ 17,703,565	\$ 18,362,294	\$ 18,362,295	\$ 658,730

Budget by Major

	2018 Actual	2019 Adopted	2020 C2C	2020 Request	\$ Change
Revenue	(1,469,547)	(1,540,684)	(1,540,684)	(1,667,948)	(127,264)
Personnel	12,654,184	12,857,083	13,493,734	13,493,735	636,652
Non-Personnel	6,918,009	6,251,008	6,277,053	6,404,317	153,309
Agency Billings	128,964	136,158	132,191	132,191	(3,967)
TOTAL	\$ 18,231,609	\$ 17,703,565	\$ 18,362,294	\$ 18,362,295	\$ 658,730



MADISON
PUBLIC
LIBRARY

To: David Schmiedicke, Finance Director
From: Greg Mickells, Library Director
Date: July 10, 2019
Subject: 2020 Operating Budget Request

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The 2020 operating budget request for the Madison Public Library follows the Mayor's directives regarding spending by providing a balanced budget. In our proposal, we outline how our current staffing and other resource allocations allow us to provide high-quality service to the residents of Madison while maintaining our fiscal responsibility to tax payers.

Our Department's budget consists of five services:

- **Public Services:** Library staff that provide reference, reader's advisory, community programming, circulation assistance, youth services expertise, and technology support are funded through this service.
- **Community Engagement:** Library Bubbler staff; all programming that features outside contractors, such as local artists, musicians, service providers, and content experts; and supplies related to programs are funded through this service.
- **Collection Resources and Access:** This service supplies the Library's electronic resources and any print resources that are not capitalized, along with all staff that are responsible for selecting and cataloguing materials to make them accessible for Madison residents.
- **Facilities:** Maintenance, custodial, and other facility-related staff, along with supplies and purchased services are funded through this service.
- **Administration and Marketing:** This service provides for the system-wide management and marketing services for the Library, supporting the City's initiatives in Performance Excellence and overall transparent and accountable government.

In addition to providing a balanced budget for each service, we have also followed the directive to provide a 2.5% reduction and a 2.5% increase in each area. Our decreased budget scenario focuses on keeping library buildings open at current hours while reducing expenses. However, because our budget is primarily staff, it does include furloughs and staffing reductions. Our increased budget scenario emphasizes expanding our community impact by making grant-funded positions permanent, responding to NRT recommendations, and increasing technology capacity.

I look forward to meeting with you to discuss our proposal

2020 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

	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2020 C2C	2020 Request
<i>Budget by Fund</i>						
General-Net						\$4,257,078
Other-Expenditures						
Total	\$0	\$0	\$0	\$0	\$0	\$4,257,078
<i>Budget by Major</i>						
Revenue						(\$56,070)
Personnel						\$1,270,215
Non-Personnel						\$2,921,794
Agency Billings						\$121,139
Total	\$0	\$0	\$0	\$0	\$0	\$4,257,078
FTEs						12.70

PRIORITY

Citywide Element

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; collecting and analyzing data to support City and Library data initiatives such as Results Madison and the East Side Plan; 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 such as Performance Excellence and Neighborhood Resource Teams, and assists with city-wide communication plans and social media consulting. We actively seek out opportunities to work with other City agencies to build capacity in delivering our services.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Payment to Debt Service	68%	The Library's Debt Service payment of \$2.9 million comes out of service 505.
Library System-wide Management	23%	A large part of the remaining funds in 505 is used for salaries of system-wide managers and paying for supplies that are used across the system.
Library Marketing and Web Services	6%	

The Library Marketing Department includes 3.0 FTE and funds for advertising and printing.

Library Finance Department

3%

The Library Finance Department includes 2.0 FTE.

SERVICE BUDGET CHANGES

Service Impact

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

4257078

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

This is a newly created service allowing Madison Public Library to generate financial statements that reflect the true cost of individual library operations. In the past, these expenses had been recorded in Public Services for Central Library. To view the true cost of Central Library operations there were many manual calculations and review to remove the Administrative and Marketing costs from the financial statement. This new service increase reduces Public Services budgetary needs.

Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	1200	\$954,130	Marketing/Communication Specialist, Library Media Coordinator, Library Computer Specialist 2, Admin Clerk 2, Admin Clerk 1, Library Press Operator, Library Director, Program Assistant 1, Accountant 1, Account Technician 1, Library Program Supervisor, Library Associate Director all previously recorded in Public Services.
Benefits	1200	\$234,726	
Total		\$1,188,856	

Explain the assumptions behind the allocation change.

These staff positions previously were classified 100% as Central Library Public Service, being included in the operational costs for the Central Library.

What is the justification behind the allocation change?

In order to have more accurate and true reporting of the operational cost for the Central Library, these positions have been segregated to the Administration and Marketing Service of Madison Public Library.

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	\$2,826	2020 IRS Interest Credit payments.

1200 43 \$53,244 Marketing production charges to outside entities.

Explain the assumptions behind the change to budgeted revenue.

Administrative and Marketing revenues were previously being reported as 100% Central Library Branch operations.

What is the justification behind the proposed change?

By segregating these revenues the Central Library Branch financial reporting is a more accurate representation of the branch revenues.

Non-Personnel

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

Yes

Fund	Major	Amount	Description
1200	53	\$18,900	Administrative and Marketing supplies
1200	54	\$76,518	Administrative and Marketing purchased services
1200	57	\$121,139	Insurance and workers comp interagency charges
1200	59	\$2,826,376	Debt service payments

Explain the assumptions behind the requested funding.

Administrative and Marketing revenues were previously being reported as 100% Central Library Branch operations.

What is the justification behind the proposed change?

By segregating these revenues the Central Library Branch financial reporting is a more accurate representation of the branch revenues.

Part 2: Scaling Service Delivery

What amount is 2.5% of the service expenditure budget? \$107,829

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

As technology grows and changes at amazing speeds, the Library has struggled to meet the demands of its patrons and staff. Part of the issue is that no manager has the capacity to take charge of planning for and supporting technology in library spaces. With a 2.5% funding increase in Administration and Marketing, the Library would create a Director of Technology position to lead this work.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

We would place this position at an 18-10 level, so we would increase personnel by between \$69,000 - \$83,000.

Would the changes include an increase to permanent staffing levels for this service? Yes If yes, FTEs: 1.00

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

City residents would see more consistently updated and current devices; more efficient services like printing, copying, and faxing; additional software offerings to meet a variety of community needs; and programming to teach residents how to better use technology.

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

We will institute an equity-based furlough system to save \$27,000. A scale that ranges from one day per month (at the Director level) to two days per year (at the Library Assistant level) would help us to save money while also keeping library operations open to the public. Because the system is equity-based, no positions under the Library Assistant level would be furloughed. We would also have to reduce Administration and Marketing by one position, ideally through attrition. Any additional decrease would be taken out of the marketing budget.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

\$87,000 - \$105,000 would be taken out of personnel, depending upon the position vacated and left unfilled. Any remaining reduction would be taken from marketing.

Would the changes include a decrease to permanent staffing levels for this service? Yes If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?

Reducing the presence of management either through furlough or through the reduction of staff would result in a slow erosion of leadership across the library system, leading to staff that does not feel well supported and patrons whose needs are not being met. If marketing funds are reduced, it will also make it more difficult for residents and visitors to maintain awareness of all the library has to offer, and fewer patrons will take advantage of the library's wide array of resources.

2020 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. It also includes staffing and supply costs for the acquisition, cataloging, and processing of these materials. The Madison Public Library is the resource library and largest member of the South Central Library System. SCLS libraries share their collection resources through an integrated library system that provides access to the public through the LINKcat online library catalog. Costs associated with this system are also covered in this budget area.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2020 C2C	2020 Request
<i>Budget by Fund</i>							
	General-Net	\$2,199,357	\$2,288,969	\$2,345,223	\$1,775,707	\$1,985,557	\$1,910,207
	Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
	Total	\$2,199,357	\$2,288,969	\$2,345,223	\$1,775,707	\$1,985,557	\$1,910,207
<i>Budget by Major</i>							
	Revenue	(\$3,156,937)	\$0	(\$3,226,903)	(\$2,641,970)	(\$866,263)	(\$938,671)
	Personnel	\$1,276,691	\$1,262,940	\$1,239,319	\$1,218,720	\$1,276,325	\$1,326,815
	Non-Personnel	\$1,229,984	\$1,952,986	\$2,043,838	\$1,423,250	\$1,575,495	\$1,522,063
	Agency Billings	\$0	\$0	\$0	\$0	\$0	
	Total	(\$650,262)	\$3,215,926	\$56,255	\$0	\$1,985,557	\$1,910,207
	FTEs		13.45		13.25	13.45	12.95

PRIORITY

Citywide Element

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.)

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?

We have payroll reallocations that have reduced payroll amounts to this service.

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="\$37,173"/>	Librarian Supervisor previously recorded in Public Services. Business Operations Manager was 100% Collections.
Benefits	<input type="text" value="1200"/>	<input type="text" value="\$13,318"/>	
Total		<input type="text" value="\$51,055"/>	

Explain the assumptions behind the allocation change.

Budget payroll projection.

What is the justification behind the allocation change?

The Librarian Supervisor in charge of collections was previously recorded in Public Services. The Business Operations Manager position was divided between Collections and Administration & Marketing.

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"/>	
Premium Pay	<input type="text"/>	<input type="text"/>	
Hourly	<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="(\$292)"/>	Adjacent County reimbursement is trending up annually
<input type="text" value="1200"/>	<input type="text" value="43"/>	<input type="text" value="(\$48,786)"/>	Revenue for materials in demand billing to SCLS was previously recorded in service 501 has been reallocated to the more appropriate service of 503
<input type="text" value="1200"/>	<input type="text" value="46"/>	<input type="text" value="(\$42,330)"/>	Contributions and Donations specifically for collections is now being recorded in the proper service of 503, instead of service 501.
<input type="text" value="1200"/>	<input type="text" value="49"/>	<input type="text" value="\$14,000"/>	

Annual draw from Library Trust account was intended to draw only earnings, but has been set at \$20,000 for the past several years, and had not been updated to reflect lower earnings in the market. Current earnings estimate is \$6,000.

Explain the assumptions behind the change to budgeted revenue.

For Majors 42 and 43: An analysis of revenue trends 2016 through 2019, coupled with reclassification of revenue.

For Major 46: Reclassification of revenue to align with Library Services.

For Major 49: Reduction of Library Trust Fund annual draw.

What is the justification behind the proposed change?

Revenues for collections had previously been recorded in service 501.

Non-Personnel

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

Yes

Fund	Major	Amount	Description
1200	53	\$16,620	Increase in purchased goods budget based upon historical review of actual expenses.
1200	54	(\$70,052)	Decrease in purchased services budget based upon historical review of actual expenses.

Explain the assumptions behind the requested funding.

Historical review of actual expenditures and forecasting of appropriate Collection expenses.

What is the justification behind the proposed change?

These changes are being requested based upon historical review of expenses for Library Collections Service.

Part 2: Scaling Service Delivery

What amount is 2.5% of the service expenditure budget?

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

A 2.5% increase in this service would be put into the materials budget. MPL lags behind other Dane County libraries and the State average for per capita spending on materials and this would help us be competitive. In 2017, the most recent year for which information is available, Dane County libraries' per capita spending ranged from Madison at \$3.79 to a high of \$13.67. The state average was \$5.84. As a percentage of total expenditures, MPL spent 5% on collection; Dane County libraries had a high of 14%; the state average was 10.2%.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

This increase would be reflected in expenditure category 53.

Would the changes include an increase to permanent staffing levels for this service? No If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

There would be more items to fill holds which would reduce the wait time for materials. In addition, more items would be available for browsing. Specifically, this increase could be used to purchase more titles and copies of downloadable e-books and audiobooks from Overdrive, the provider of these materials to the Wisconsin Public Library Consortium. Recent usage data shows that Madison has the highest Overdrive use in the state and Wisconsin has the highest usage in the country. Meanwhile, this statewide collection has the fewest number of copies to meet demand (holds). WPLC costs are assessed based on usage, therefore MPL's share continues to rise.

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

Per WI Statute 43.64(2m), MPL must adhere to the minimum Dane County Library Standards (including several relating to collections) to retain Madison's exemption from the County Library Tax. In addition, per agreement with the South Central Library System, MPL follows the Member Purchasing Responsibility which sets the hold/copy ratio for

purchasing and sharing materials. A reduction in the collection budget would make it difficult, if not impossible, to meet these requirements. MPL would be barely above the minimum required per the Dane County Library Standards.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

We will institute an equity-based furlough system to save \$7,000 from permanent salaries. A scale that ranges from one day per month (at the Director level) to two days per year (at the Library Assistant level) would help us to save money while also keeping library operations open to the public. Because the system is equity-based, no positions under the Library Assistant level would be furloughed. The additional reduction would come from major expenditure category 53.

Would the changes include a decrease to permanent staffing levels for this service? No If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?

Fewer materials would be available to City residents and visitors, and the capacity of staff to get materials purchased and catalogued in a timely fashion would be reduced. There would be a longer wait time for materials on hold and fewer items on site for browsing or in-house use. MPL has already seen an increase in use of other Dane County libraries by Madisonians, and a decreasing use of Madison libraries by County residents and residents of other Dane County municipalities. This has a direct impact on budget as reflected in the Dane County reimbursement agreement. (WI Statute 42.12) This decrease would bring Library materials spending to the minimum requirement.

2020 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

		2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2020 C2C	2020 Request
<i>Budget by Fund</i>							
	General-Net	\$149,025	\$452,875	\$451,035	\$351,725	\$507,875	\$513,069
	Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
	Total	\$149,025	\$452,875	\$451,035	\$351,725	\$507,875	\$513,069
<i>Budget by Major</i>							
	Revenue	(\$760,133)	\$0	(\$483,017)	(\$355,825)	(\$4,100)	(\$121,100)
	Personnel	\$19,970	\$145,550	\$947	\$21,300	\$177,450	\$359,134
	Non-Personnel	\$292,490	\$341,425	\$480,231	\$334,525	\$334,525	\$275,035
	Agency Billings	\$0	\$0	\$0	\$0	\$0	
	Total	(\$447,673)	\$486,975	(\$1,840)	\$0	\$507,875	\$513,069
	FTEs		1.00		0.00	1.60	4.00

PRIORITY

Citywide Element

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. Sixty-four percent of Madison Public Library programs specifically work with youth during the out of school/pre-formal school time. In 2018, these programs had 97,024 youth and caregivers in attendance as they built early literacy skills, were exposed to new technology, and explored their own voices through art activities. Youth programs have a specific focus on working with low income youth and communities of color and include programs such as: Making Justice, where Library staff bring in community experts to inspire and teach coping skills to youth involved in the court system; Power and Legacy, where Library staff work with youth at Toki Middle School to use stop motion animation, poetry, and hip hop to leave a legacy story for future students; and the Friday Night Get Down, where staff reward students at the Library who have spent time reading and building their literacy abilities. In partnership with MMSD, some Library programs are now even eligible to receive credit to help students work towards obtaining their degree. In addition to supporting programs geared towards youth, Community Engagement also provides program funds for adults in the areas of literacy, technology, and entrepreneurship -- all areas which are affected by a life-long lack of experiences. Engagement funds have been used to give patrons like Lonnie Evans, a long-time regular who was known for his daily drawing, the chance to have his first-ever art show or Judy, a local jeweler, the Photoshop and web design skills she needed to take her business to the next level (and receive over 100 orders). Community Engagement programs at the Madison Public Library move beyond giving patrons a one-time experience and aim to teach skills that can impact a lifetime. This service also supports other City departments by assisting with creative projects and community programming such as the Thurber Park project and the Mural Alley project.

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.

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?

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="\$139,300"/>	Program Assistant 1, Library Program Supervisor, Librarian Supervisor previously recorded in Public Services.
Benefits	<input type="text" value="1200"/>	<input type="text" value="\$42,385"/>	
Total		<input type="text" value="\$181,685"/>	

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"/>	
Premium Pay	<input type="text"/>	<input type="text"/>	
Hourly	<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="(\$5,400)"/>	Reallocating Beyond the Page/EX grant revenue from Public Services to Community Engagement, where it is spent.
<input type="text" value="1200"/>	<input type="text" value="46"/>	<input type="text" value="(\$111,600)"/>	Reallocating Contributions and Donations from Public Services to Community Engagement, where it is spent.

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

In the past this has been recorded in Library Public Services, but it is always spent on Community Engagement.

Non-Personnel

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

Yes

Fund	Major	Amount	Description
1200	53	(\$245)	Reallocation of expenditures to other Library Services.
1200	54	(\$59,245)	Reallocation of expenditures to other Library Services.

Explain the assumptions behind the requested funding.

What is the justification behind the proposed change?

Part 2: Scaling Service Delivery

What amount is 2.5% of the service expenditure budget?

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

In 2020, a Schmidt Futures Grant that is currently funding 40% of the Bubbler Program Assistant position that focuses on music recording, media academy, and personal branding classes will end. At that time, the position will move from 100% to 60%, which will result in a reduction in the number of classes we will be able to offer. A 2.5% funding increase would allow us to increase this position from 60% to 90%, so that our reduction of classes will be nearly non-existent.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

\$15,854 would go into salaries to permanently increase the Program Assistant position from 60% to 85%.

Would the changes include an increase to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

The number of classes that will be offered in the areas of music recording, media, and branding will only be reduced slightly, rather than significantly.

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

A 2.5% funding decrease would result in a reduction in the number of programs the library can offer to the community, due to the reduction of staff capacity through furloughs and program fund decreases. We currently contract with many local artists, musicians, tech experts, teachers, etc. to come to the library and share their skills. With a loss of funding, we would not be able to maintain our current level of service.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

We will institute an equity-based furlough system to save \$3,000 from permanent salaries. A scale that ranges from one day per month (at the Director level) to two days per year (at the Library Assistant level) would help us to save money while also keeping library operations open to the public. Because the system is equity-based, no positions under the Library Assistant level would be furloughed. The additional \$12,854 would be cut from 54695 Program Services.

Would the changes include a decrease to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?

Residents and visitors would experience not only a decrease in classes from outside community contractors, but also in the areas of music recording, media, and personal branding, due to a grant ending. As one of the main goals of this service is to reduce the educational opportunity gap, a reduction in programming would result in thousands of youth and adults losing access to the current opportunities we provide.

2020 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

		2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2020 C2C	2020 Request
<i>Budget by Fund</i>							
	General-Net	\$1,963,404	\$1,976,738	\$2,085,452	\$2,016,718	\$1,895,470	\$2,277,864
	Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
	Total	\$1,963,404	\$1,976,738	\$2,085,452	\$2,016,718	\$1,895,470	\$2,277,864
<i>Budget by Major</i>							
	Revenue	(\$2,022,219)	\$0	(\$2,051,312)	(\$2,070,618)	(\$53,900)	(\$222,459)
	Personnel	\$690,900	\$685,750	\$753,790	\$702,212	\$733,086	\$1,034,251
	Non-Personnel	\$1,334,302	\$1,328,103	\$1,394,765	\$1,331,432	\$1,205,232	\$1,466,072
	Agency Billings	\$13,075	\$16,786	\$11,471	\$36,974	\$11,052	
	Total	\$16,058	\$2,030,639	\$108,714	\$0	\$1,895,470	\$2,277,864
	FTEs		8.00		8.00	9.00	

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

The Madison Public Library Facilities department supports the strategy of providing safe and affirming community spaces, and last year alone, provided 1,911,287 visitors with that experience. 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.

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.

SERVICE BUDGET CHANGES

Service Impact

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

382394

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

Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	1200	\$249,924	Library Facilities Manager, Planner 2, Library Computer Technician, Library Computer Specialist 2, Program Assistant 1 previously recorded in Public Services.
Benefits	1200	\$51,241	
Total		\$301,165	

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	46	\$168,559	This is the amount of 2020 budget of the Rosen-Weston gift for the Lakeview Library branch remodel, and donations for furniture.

Explain the assumptions behind the change to budgeted revenue.

This amount is per the budget detail for the \$500,000 gift to be spent over 5 years.

What is the justification behind the proposed change?

This is a one-time gift from the estate.

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	(\$1,350)	Decrease based upon review of historical actual expenditures.
1200	54	\$251,138	Increase due to reallocation from other Library Services and review of historical actual expenditures.

Explain the assumptions behind the requested funding.

What is the justification behind the proposed change?

Part 2: Scaling Service Delivery

What amount is 2.5% of the service expenditure budget?

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

Buildings power washed Central Library \$10,000. Convert an hourly position to a 60% Library Program Assistant \$32,980 (salary and benefits). Create event coordinator position \$17,500. (Hourly position.) Recycling will go up \$2,200 if we begin recycling books for neighborhood libraries.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

Would the changes include an increase to permanent staffing levels for this service? Yes If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

The Central Library requires a complete building power washing. This would make the facility a more welcoming presence in the downtown landscape. The creation of a permanent part-time program assistant and the addition of an hourly Events Coordinator would allow for a greater number of programs at Central Library which increases its impact to the community; it would also provide some redundancy when Events staff are ill or on vacation and events must be facilitated regardless. Recycling books at neighborhood libraries is a Green and Resilient initiative to divert those books from the landfill.

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

\$5,000 furlough
\$7,000 change temperature standards
Maintenance Mechanic 2 will be retiring in 2019, do not refill position.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

Would the changes include a decrease to permanent staffing levels for this service? Yes If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?

In collaboration with City Engineering, it has been calculated that each degree (up in summer, down in winter) would result in \$3,500 utility savings for all Library facilities. A two degree change in our temperature standards (74 in summer instead of 72, 72 in winter instead of 74) would save \$7,000. This would make our facilities less welcoming for both staff and visitors.

The elimination of a Central Library Maintenance Mechanic 2 would greatly reduce our ability maintain a safe and sanitary facility, would add lead time to the completion of projects, would add time to snow removal, and would add response time to critical building issues.

2020 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

	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2020 C2C	2020 Request
<i>Budget by Fund</i>						
General-Net	\$12,603,779	\$13,080,448	\$12,954,238	\$13,559,416	\$13,892,034	\$9,404,075
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Total	\$12,603,779	\$13,080,448	\$12,954,238	\$13,559,416	\$13,892,034	\$9,404,075
<i>Budget by Major</i>						
Revenue	(\$13,298,333)	\$0	(\$13,903,956)	(\$14,175,836)	(\$616,421)	(\$329,648)
Personnel	\$10,365,291	\$10,568,752	\$10,661,075	\$10,914,852	\$11,225,515	\$9,503,318
Non-Personnel	\$3,804,394	\$3,003,272	\$2,999,178	\$3,161,801	\$3,161,801	\$230,405
Agency Billings	\$109,251	\$116,581	\$117,493	\$99,184	\$121,139	\$0
Total	\$980,603	\$13,688,605	(\$126,210)	\$1	\$13,892,034	\$9,404,075
FTEs		112.40		115.65	112.30	

PRIORITY

Citywide Element

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. Our Reference and User Services department handles over 180,000 reference questions each year. Many of these questions involve connecting patrons to the appropriate books, organizations, or service providers to help them meet a variety of needs. One couple, who recently moved to Madison from Mongolia, initially came to the library to find resources on applying for asylum. Over the years, as they have established themselves in the city, they turned to the library for resources on how to start a business. Now their searching is leading them to look for resources on business growth. Our Circulation Department handles over 3.5 million transactions like these each year, providing Madison residents with resources to meet their educational, cultural, or entertainment needs. Our Youth Services staff provides programs, trains caregivers and teachers, and provides educational resources to strengthen the literacy and educational components of out of school time programs (since 2017 staff have provided training to every MSCR staff person to ground all summer programs in reading fundamentals). In addition staff provides information on how parents can create more literacy-rich experiences in the home. Technology is also an integral part of Public Services. Each year, Madison Public Library provides over 250,000 internet sessions on our public computers, in addition to assistance with everything from email set-up help to navigating online forms and creating resumes. This meets a critical gap in community resources, as Madison still has approximately 28,000 individuals who do not have internet access in their homes (2017 ACS 5-Year Estimates).

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.

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?

There is no impact to Library Public Services with the reduction of the budget request. Madison Public Library has been reviewing past practices of revenue and expenses being recorded mainly in this Public Service service, and also reflective of being revenue and expenses for the Central Library. With our 2020 budget request, we are realigning revenue and expenses to correctly reflect which Library service they belong to; and, further, whether the revenue and expenses are neighborhood library-specific or system-wide. Due to this realignment, the 2020 budget request by service will demonstrate great fluctuations from previous budget requests. Looking at the 2020 budget request overall by fund, the budget request does not fluctuate in total.

Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	1200	(\$1,364,573)	Reallocated postions: Library Facilities Manager, Marketing/Communication Specialist, Library Media Coordinator, Planner 2, Library Computer Specialist 2, Admin Clerk 2, Admin Clerk 1, Library Press Operator, Program Assistant 1, Library Director, Library Program Supervisor (2 positions), Librarian Supervisor, Program Assistant 1 (2 positions), Librarian Supervisor, Library Computer Technician, Library Computer Specialist, Accountant 1, Accounting Technician 1, Library Associate Director.
Benefits	1200	(\$357,623)	
Total		(\$1,722,196)	

Explain the assumptions behind the allocation change.

Payroll budget projections.

What is the justification behind the allocation change?

We reallocated the Community Engagement, Collections, Facilities and Administration & Marketing positions from Library Public Services and moved them to the correct Library Service. In the past, these positions have all been included in Central Library Public Services, not allowing for an accurate statement of operations for Central Library Public Service.

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		\$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	\$27,973	In the past, this has represented the IRS Interest credit payments and the PLA Intern grant. The IRS Interest credit payments have been moved to the Administration and Marketing service. The PLA Intern grant is not guaranteed, therefore removed from this budget request. If this grant is awarded to Madison Public Library in 2020, we will process a budget amendment.
1200	43	\$86,036	\$76,036 is being reclassified to Library Collection Service for the South Central Library System payment for Materials in Demand. The remaining \$10,000 reduction is being reclassified to Library Administration and Marketing.
1200	46	\$164,500	Contributions and Donations have been reallocated to other Library Services.
1200	48	\$8,264	Library will not be drawing on Fund Balance going forward.

Explain the assumptions behind the change to budgeted revenue.

How did we arrive at the request?

Analysis of revenue trends from 2016 - 2018. Known annual donations received from Madison Public Library Foundation.

What is the justification behind the proposed change?

Why is the change being made?

Budgeted revenue should more accurately reflect Library trending business activity.

Non-Personnel

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

No

Fund	Major	Amount	Description
1200	53	(\$33,925)	Decreased budget request due to reclassification of expenses to other Library Services.
1200	54	(\$71,095)	Decreased budget request due to reclassification of expenses to other Library Services.
1200	57	(\$121,139)	Decreased budget request due to reclassification of expenses to Administration and Marketing.
1200	59	(\$2,826,376)	Decreased budget request due to reclassification of expenses to Administration and Marketing.

Explain the assumptions behind the requested funding.

Review of expense types for reallocation to a better fitting Library Service.

What is the justification behind the proposed change?

Since implementation of Munis, the bulk of system-wide or administrative and marketing expenses have been classified in Central Library Public Services. In order to generate statements that more accurately reflect library branch operations, the Administration and system-wide Marketing expenses are now in their own Library Service.

What amount is 2.5% of the service expenditure budget?

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

A funding increase in Public Services would go towards supporting Youth Services at the Library. Several grants have given us the opportunity to pilot new positions (a Bubbler Youth Services Librarian and a Literacy Project Coordinator), and as those grants expire in 2020, we would love to see these positions continue. In addition to continuing the grant-funded positions, we would like to fund a Teen Librarian position to the Goodman South Madison Library. The library has seen a continued interest from teens in the South Madison neighborhoods for programming and staff interaction. This is also a position request that is fully supported by the Neighborhood Resources Teams.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

1 Teen Librarian at the Goodman South Madison Library (\$75,000), 1 Bubbler Youth Services Librarian focusing on program assessment and teacher training (\$75,000), and 1 Family Literacy Project Coordinator (\$75,000) would all be added to permanent salaries. Because two of these positions are partially grant funded through 2020, we would most likely not need the full amount of two of the three positions within the 2020 budget year, but we would require full funding for subsequent years.

Would the changes include an increase to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

Residents and visitors of Madison would see more numerous and more impactful programs across all youth programs at the Library, strengthening our efforts to reduce the opportunity gap. With the addition of a Teen Librarian, teens in the Goodman South Madison neighborhood would see consistent, high-quality programming that will provide improved academic skills, soft skills, and enhanced social and emotional supports. Teens have demonstrated a consistent need for these services in South Madison. The work of the Bubbler Youth Services Librarian position will help residents see improved library programs with higher impact, as the assessment work will lead to continued improvement and more effective programs. Finally, the Family Literacy Project Coordinator will help Madison families receive more programs focused on the whole family. The coordinator will also collaborate with multiple community partners to focus on whole family impact, starting with a focus on the PlayLab at the Pinney Library.

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

In order to keep libraries open and minimize impact to patrons, a furlough system would be implemented. This would mean programming and participation in non-library committees would need to be reduced to manage diminished staff availability and the need to continue to keep public services desks open. In addition to a furlough system, one full time position and 4.0 hourly positions will also be reduced through attrition, also adding to the reduced capacity of staff. The final gap would be covered by eliminating Madison Public Library's memberships in professional organizations (\$11,000), which would prevent staff from accessing Urban Library Council's resources (the Urban Libraries Council is the most beneficial library association in terms of peer support and shared organizational resources for large library systems). In addition to the reductions, we would also lose the Literacy Project Coordinator and Bubbler Youth Services Librarian positions that are currently grant funded, which is a further reduction in our ability to complete our assessment work and family literacy project building.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

We will institute an equity-based furlough system to save \$57,000 from permanent salaries. A scale that ranges from one day per month (at the Director level) to two days per year (at the Library Assistant level) would help us to save money while also keeping library operations open to the public. Because the system is equity-based, no positions under the Library Assistant level would be furloughed. The remaining \$174,000 would be cut from a few sources, including memberships (\$11,000), the elimination of one permanent position (\$104,000) and the elimination of 4 hourly positions (\$59,000), which would all be accomplished through attrition.

Would the changes include a decrease to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?

A furlough system and staffing reductions would keep library buildings open, but the impact would be felt by residents and visitors in several ways. Residents would have fewer program offerings to choose from, which is counterproductive to accomplishing our goal of reducing the opportunity gap. This would be further compounded by the fact that we would not have the Family Literacy Project Coordinator and the Bubbler Youth Services Librarian, so educational programs and programs targeting families would be reduced. Staff would have less time and capacity to answer in-depth questions from patrons, some of whom need considerable assistance with things like navigating forms, submitting resumes, and completing research projects for business or personal needs. Residents may also notice staff that are not as knowledgeable about neighborhood-specific resources, as the reduction in staffing would mean fewer staff participating in NRTs, neighborhood associations, and other neighborhood-specific groups.