

Library

Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Library	19,163,603	18,849,564	18,372,081	19,066,904	19,430,821	19,430,821
Permanent	6,297	15,000	15,223	15,000	15,000	9,000
Total	19,169,900	18,864,564	18,387,304	19,081,904	19,445,821	19,439,821

Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Admin & Marketing	4,456,045	4,402,604	4,443,125	4,298,190	4,321,916	4,338,633
Col Res & Access	2,042,421	2,193,694	2,894,581	2,765,236	2,987,466	2,978,958
Community Engagement	528,186	929,282	1,532,330	1,727,054	1,874,061	1,855,794
Facilities	2,322,204	2,401,353	2,312,422	2,381,492	2,437,371	2,453,435
Public Service	9,821,045	8,937,631	7,204,846	7,909,932	7,825,006	7,813,000
Total	19,169,900	18,864,564	18,387,304	19,081,904	19,445,821	19,439,821

Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(1,294,013)	(1,368,883)	(1,424,912)	(1,331,460)	(1,331,460)	(1,331,460)
Charges For Services	(729,957)	(888,877)	(840,531)	(803,768)	(803,768)	(743,939)
Fine Forfeiture Asmt	(65,389)	(23,700)	(28,057)	(23,700)	(23,700)	(30,000)
Invest Other Contrib	(927,659)	(240,907)	(455,475)	(299,513)	(299,513)	(347,646)
Misc Revenue	(646)	-	(250)	-	-	(250)
Other Finance Source	(430,826)	(250,000)	(111)	(70,000)	(70,000)	(70,000)
Transfer In	(110,604)	(15,000)	(21,000)	(16,000)	(8,700)	(150,034)
Total	(3,559,094)	(2,787,367)	(2,770,337)	(2,544,441)	(2,537,141)	(2,673,329)

Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	10,020,054	10,734,380	10,041,372	10,911,602	10,968,926	10,985,821
Benefits	2,973,147	2,947,470	3,217,371	3,020,964	3,089,961	3,089,961
Supplies	1,011,254	827,238	952,308	817,220	851,253	889,849
Purchased Services	3,652,744	4,041,321	3,888,540	3,925,930	4,120,042	4,201,039
Debt Othr Financing	1,884,096	-	-	-	-	-
Inter Depart Charges	136,653	131,022	157,294	131,210	133,361	133,361
Transfer Out	3,051,046	2,970,500	2,900,756	2,819,419	2,819,419	2,813,119
Total	22,728,995	21,651,931	21,157,640	21,626,345	21,982,962	22,113,150



MADISON
PUBLIC
LIBRARY

TO: Dave Schmiedicke, Finance Director
FROM: Greg Mickells, Library Director
DATE: July 22, 2022
SUBJECT: 2023 Operating Budget Transmittal Memo
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

201 W. Mifflin St.
Madison, WI 53703

608.266.6300 ph
608.266.4338 fax

Goals of Agency's Operating Budget

Madison Public Library is focused on rebuilding our capacity to meet the needs of the community from our return in 2021 to full services and in 2022 to in-person programming. Our goals align with many of the elements within Imagine Madison, with the majority of our goals falling under Culture and Character through our services and programs. Our community connections create a platform and we can act as a facilitator for many other City agencies to assist with their goals within Imagine Madison. We have noted at the end of some of our narratives those elements that can be found within our goals.

Visits and use of resources continue to increase in 2022, and we look forward to reaching our goals in 2023 within each of our service areas.

Public Services:

- Continue to expand and remain flexible to address needs within Madison as a connector and facilitator for the Mayor's office, City departments, and community partners. We anticipate in 2023 to be an agent of support to the community for programs like the Madison Forward Fund, and other community assistance resources offered within Madison. [This service goal does include the elements of Economy and Opportunity, Neighborhoods and Housing]
- Continue implementation of our Amplifying Community Voices projects, with converted meeting spaces in our Central, Pinney, and Goodman South libraries to have hybrid technologies to expand access for civic engagement opportunities by the public. [A great example of Effective Government.]
- Continue to be a bridge for the digital divide to maintain our facilities as access points for broadband, continue to provide digital literacy connections for the community, and access beyond our buildings. [Connecting people includes elements of Neighborhoods and Housing, plus connectivity also addresses objectives within Economy and Opportunity]
- Continue to address literacy needs, in particular early literacy, through innovative programming, reference assistance, and robust collections. [Helping to resolve literacy issues leads to closing educational gaps and in turn gaining economic stability within the element of Economy and Opportunity.]

Community Engagement:

- Expand the Library's literacy initiative, We Read, and continue to seek partnerships that expand our community reach in programs such as Parks Alive! and It Takes a Village in partnership with city and community agencies. [Improved literacy and positive engagement is a factor of Economy and Opportunity.]

- Maintain our innovative programming and connections to more communities of color through our Artist-In-Residence project, especially those that touch on social justice needs. [Much of our work with youth touches on social justice issues and connecting to Public Safety.]
- Continue to think outside of our buildings and explore more opportunities to reach the community where they live in order to reduce barriers and make our resources more readily available. [This directly connects us with Neighborhoods and Housing.]

Library Collection, Resources and Access:

- Beginning in 2020, there's been a sharp increase to use of our virtual resources, prompting a major addition of titles to e-books and streaming services. This trend will continue in 2023 as the use of e-resources continues to grow.
- Continue to refine deliveries to in-home daycare centers in collaboration with the Madison Reading Project.
- Maintain an extensive schedule for the Dream Bus to reach neighborhoods and communities that have barriers to gaining access to our facilities, and supplement City/Library events with Dream Bus visits. Please note that the operational costs for the Dream Bus are currently privately funded through the MPL Foundation. The Library's operating budget does cover some of the expenditure for MPL staff that plan and implement programming with the Dream Bus, but in the near future to sustain this service we may need to cover the full operating costs within the Library's operating budget.

Facilities:

- Continue with an evaluation of our technology infrastructure, updates to equipment and technology access. We are recognizing that more patrons come with devices that need to be connected, but still provide computer stations to help with job applications, email set-up, and connections to assistance.
- Continue to expand on bringing hybrid connectivity to more library spaces based on the Amplifying Community Voices work completed in 2022. [Effective Government by promoting civic engagement with this technology]
- Begin the analysis of the data collected through our 2022 west side service and facility assessment. Develop a strategy for future services through expansion of existing resources or plans for facility expansion if necessary, and include potential budgetary fiscal notes within the identified needs. [This connects us in many ways with objectives within Neighborhoods and Housing, in particular connecting them to resources.]
- Continue to work with City Engineering and Public Works to make our facilities "greener" by updating lighting, and exploring more alternative power sources, like solar. [Green and Resilient]

Administration and Marketing:

- Continuing with the work started in 2021 and expanded in 2022 to explore the organizational culture and structure of the library and assess our technology processes. In 2023 this will include the data collected through our community conversations tied to the Imagination Center and the West side facility/services analysis.

- The Library’s Management Team will continue to work towards creating and implementing a training structure that supports all employees, with an emphasis on making racial equity and social justice training accessible to all levels within the organization.
- Review hiring practices that will improve on best practices, in addition to improving onboarding and better support for an inclusive staff.
- Work will continue on the library’s data dashboard and map out our plan for moving from five services to seven in accordance with our Results Madison goals, as well as improving internal data collection and incorporation of that data in decision making.

Racial Equity and Social Justice

Madison Public Library has numerous equity-based projects and services that impact both the internal operations of the organization and its external relationships with the community. Internally, the library’s Racial Equity Change Team has a comprehensive work plan that looks at everything from how and on what the library trains its staff to how our behavior policies impact our customers. This analysis and policy change work will continue throughout 2023 as we use an equity lens in our policies and in support of a more inclusive staff. Externally, the library’s Community Engagement Team continues to look at ways to operationalize engagement in all we do. The development of PINDEX, an internal database to track the scope of our community partners, the number of contacts and in which ways we are connecting and providing services, has enabled staff to see if we are meeting objectives and discover gaps that need to be addressed. This level of attention to our delivery of equitable services has led to impactful community relationships like our work with the Division of Juvenile Corrections and the Grow Academy, a residential program working with youth as an alternative to incarceration and for youth returning to the community. Another example is the adaptation of MPL’s innovative “It Takes a Village” concept for the 2022 Parks Alive! programs.

Major Changes in the 2023 Operating Request

Library is presenting a balanced budget across all services. The only major change from the Cost to Continue budget is the addition of revenue and related expenses for an IMLS grant awarded to the Library at the end of 2021. This is a three year grant, concluding in early 2024. The anticipated grant amount for 2023 is \$141,000.

Enterprise Agencies

N/A

Summary of Reductions (Non-Enterprise Agencies)

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

Long term sustainable reductions (\$13,140): This includes revisions to our security gate maintenance contracts; savings realized with completion of VoIP system; and a reduction in cell phone reimbursement.

Short-term sustainable (\$85,690): Increasing the 2023 cost to continue budgeted salary savings percentage from 2.0% to 2.94%. This savings is based on a review of historical data that determined our salary savings has averaged 4.27% in actual salary savings from 2017-2021 (excluding 2020 due to pandemic influence that would have falsely inflated that percentage). This condition is the result of a number of factors within our workforce, including retirements, our churn rate of hourly employees, and our internal transfer process that significantly delays the filling of vacancies; all contribute to this higher percentage of salary savings. Our submission below 3% in comparison to our historic average of 4.27% will be easily achieved.

Service Reductions (\$96,000): The elimination of Sunday hours at Central, Lakeview, and Goodman South libraries. This reduction will have a major equity impact since these services are located in areas that provide focus on populations with the greatest needs, including access to assistance, broadband, resources for schoolwork, and especially for working families where weekend hours provide better opportunities for access to these resources. Sunday hours are funded through extra hours rather than into the workweek so it will not require staff layoffs to realize this reduction.

Town of Madison

N/A

Optional Supplemental Request

Due to safety concerns for staff and patrons at our Hawthorne Library we are requesting to hire two Security Monitors to help regulate the environment, assist library staff with dealing with critical incidents, and address the increase of behavior issues within the library and the outdoor programming space. We currently utilize this same support to staff with Security Monitors at Central and Meadowridge Libraries, and it has been effective in addressing comparable issues at those locations. The cost would be \$30,000.00. It may be slightly less in the first year of implementation based on the time involved with hiring these positions.



Ranking	Reduction	Total	Service Impacts	RESJ Impacts	Specify why this reduction was selected	Total \$
1	Security Gate Maintenance Contracts	\$ 5,180.00	Look at maintenance contracts on security gates.	None	MPL is replacing the last of the Bibliotheca equipment and software in 2022 and 2023. This is the savings switching to Envisionware maintenance.	
2	Telephone Expense	\$ 7,000.00	Removal of phone services no longer needed due to branches being connected to the city network.	None		
3	Cell Phone Reimbursement	\$ 960.00	4 staff would no longer qualify for reimbursement under clearer guidelines (4*20*12)	None	Locking down standards for who gets reimbursement.	\$ 13,140.00
4	Restoring historical salary savings percentage	\$ 85,689.00	The 2023 cost to continue budget reduced Library's salary savings percentage from 2.98% to 2.0%.	None	Based on historical data and 2022 projections, Library is changing the salary savings percentage to 2.94%. Historically Library averages 4.27% in actual salary savings, looking at 2017 - 2021, not including 2020 when the actual was 9.05%.	\$ 85,689.00
5	No Sunday hours - Central	\$ 58,000.00	Sunday hours are an important time during the school year for library users, as they are often the best time for families and children to visit the library. However, in recent years, we had seen a decline in attendance at the Central Library on Sundays.	The Central Library is frequently used by people experiencing houselessness, many of whom identify as people of color. If Central is closed on Sundays, there will be more stress on other support sites like the Beacon and area churches.	Sundays are the only service day that is funded through extra hours for staff, rather than built into the work week. (This is a carryover from when Sundays were added as an extra service day with Foundation funds), so it is the only time we can eliminate without laying off staff.	
6	No Sunday hours at Lakeview or Goodman South Madison	\$ 38,000.00	Sunday hours are an important time during the school year for library users, as they are often the best time for families and children to visit the library.	In 2020, the Library Board voted to move Sunday hours to the Goodman South and Lakeview Libraries to better support the access of families of color. Eliminating Sunday hours at these locations would reduce this access.	Sundays are the only service day that is funded through extra hours for staff, rather than built into the work week. (This is a carryover from when Sundays were added as an extra service day with Foundation funds), so it is the only time we can eliminate without laying off staff.	\$ 96,000.00
	TOTAL	\$ 194,829.00				\$ 194,829.00
	TARGET	\$ 194,308.00				
	OVER/(SHORT)	\$ 521.00				

2023 Operating Budget Service Budget Proposal

PART 1: IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Administration and Marketing

SERVICE NUMBER:

505

SERVICE DESCRIPTION:

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

Are any updates required for the "Service Description"?

Add "is" between "The goal of this service" and "to"

Activities performed by this Service

Activity	% of Effort	Description
Budget and Fiscal Management	70%	Prepare and monitor the capital and operating budgets for the Library; prepare financial reports for the Library Board, management staff, and the MPL Foundation; process billing, receipts, and payroll; and review and maintain Library projects.
System-wide Management	19%	Oversee system-wide services; participate in City programs and committees; oversee Library policies and procedures; oversee personnel, including hiring and training, and performance management; and represent Madison in the South Central Library System and Statewide projects and services.
Marketing and Web Services	11%	Prepare print and online marketing of Library services, programs, and events; maintain Library public and internal websites and social media outlets; and perform in-house printing for advertising and marketing purposes.

Insert item

Citywide Element

<https://imaginemadisonwi.com/document/comprehensive-plan-adopted>

Effective Government

Describe how this service advances the Citywide Element:

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

Part 2: Base Budget Proposal

BUDGET INFORMATION

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request

<i>Budget by Fund</i>							
General-Net	\$4,456,045	\$4,402,604	\$4,443,125	\$4,298,190	\$4,321,916	\$4,338,633	
Other-Expenditures	\$0	\$0	\$0	\$0	\$0		
Total	\$4,456,045	\$4,402,604	\$4,443,125	\$4,298,190	\$4,321,916	\$4,338,633	
<i>Budget by Major</i>							
Revenue	(\$209,694)	(\$35,000)	(\$19,115)	(\$54,400)	(\$54,400)	(\$164,334)	
Personnel	\$1,379,449	\$1,262,258	\$1,363,426	\$1,332,976	\$1,367,008	\$1,421,798	
Non-Personnel	\$3,165,151	\$3,055,818	\$2,979,285	\$2,900,086	\$2,900,086	\$2,971,947	
Agency Billings	\$121,139	\$119,528	\$119,528	\$119,528	\$109,222	\$109,222	
Total	\$4,456,045	\$4,402,604	\$4,443,124	\$4,298,190	\$4,321,916	\$4,338,633	

Part 3: Service Budget Changes

General Fund agencies may propose changes that are net neutral to their budget. Non-general fund supported agencies may propose changes that they can support with revenue.

Proposed Changes

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
1200 - LIBRARY	43 - CHARGES FOR !	50500	43110	\$20,000	In house printing has not rebounded from the pandemic, reducing anticipated revenue.
1200 - LIBRARY	43 - CHARGES FOR !	50500	43710	\$3,000	Reimbursement of expense is not anticipated for 2023.
1200 - LIBRARY	46 - INVEST OTHER	50502	46310	\$8,400	Decreased due to one-time gift received.
1200 - LIBRARY	49 - TRANSFER IN	50502	49123	(\$141,334)	IMLS grant funds for Librarian Toolkit development.
1200 - LIBRARY	51 - SALARIES	50502	51113	\$54,790	Personnel costs originally budgeted in other services which will post to service 505 via grant-funded work.
1200 - LIBRARY	53 - SUPPLIES	50500	53120	(\$3,000)	Reduction in paper costs due to reduction of in house printing jobs.
1200 - LIBRARY	53 - SUPPLIES	50502	53140	\$5,746	Adding IMLS grant funded computer supplies.
1200 - LIBRARY	53 - SUPPLIES	50500	53145	(\$1,070)	Reduced some licensing costs by enrolling in pay-as-you go plan when not used every month.
1200 - LIBRARY	53 - SUPPLIES	50500	53150	(\$45)	Reduced postage based on new pandemic historical data.
1200 - LIBRARY	53 - SUPPLIES	50502	53250	\$5,080	Increased food for MPL affinity group gathering and staff holiday party, funded by MPLF.
1200 - LIBRARY	54 - PURCHASED SE	50500	54121	(\$262)	Decreased based on historical data.
1200 - LIBRARY	54 - PURCHASED SE	50500	54330	(\$2,452)	Decreased based on new historical data for change in printing maintenance plan type.
1200 - LIBRARY	54 - PURCHASED SE	50502	54520	\$20,350	Increased for IMLS grant funded national conference attendance.
1200 - LIBRARY	54 - PURCHASED SE	50502	54645	\$39,514	Increased for IMLS grant funded consultants.
1200 - LIBRARY	54 - PURCHASED SE	50502	54810	\$8,000	Increased for MPLF funded staff recognition gifts.
TOTAL				\$16,717.00	

Insert item

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

There are minimal service level impacts; the largest change is to add revenue and expenses for an IMLS grant funded project to develop a Librarian's toolkit, which has the potential for national and international use.

Explain the assumptions behind the changes.

The IMLS grant is a 3 year grant and budget was mapped out as part of the application process.

What is the justification behind the proposed change?

The grant was approved in 2021, Munis grant number 50004.

Are you proposing any personnel allocation changes?

No

Part 4: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Prioritize equity over equality. "Equity" is often conflated with the term "equality" (meaning sameness). Equity implies that an individual may need to experience or receive something different (not equal) in order to achieve fairness and access.

We encourage you to focus on how this service impacts marginalized populations and addresses the greatest needs, instead of discussing how the service will benefit everyone equally.

1. What specific inequities does this service intend to address? How and for whom?

The Library's Administrative and Marketing team is working on several fronts to address inequities. We strive to:

- a. Address economic and access-related inequities for communities of color within Madison by providing the department with leadership that maintains an emphasis on serving these communities. We try to embed questions about the impact (intended or unintended) of our decisions on these communities whenever we consider service changes, additions, or reductions. Further, we try to engage with our community partners and community members directly in making service decisions through projects like Tell Us, which gets community input that is then used for library service and building-planning decisions.
- b. Address economic inequities and a lack of inclusive representation for communities of color within the City of Madison's workforce by constantly adjusting and evaluating our processes to better diversify our staff. We have also taken this one step further and applied these principles to our contracting processes after conducting an equity analysis to see who we are most frequently hiring for programs and projects within our community. In addition, we are currently conducting an equity analysis on how we provide professional development opportunities to our staff to ensure that our staff of color are being given ample opportunities to grow and develop.
- c. Address the lack of inclusion of communities of color in City spaces by making sure that Library service and event marketing is not done in a one-size-fits-all way, but rather that care is taken in creating messaging that is sensitive, relevant, representative and appealing to each individual community and its stakeholders.

2. What data helped shape your proposal? Data includes qualitative and quantitative information such as community input, demographics, qualified census tracts, environmental justice areas, and other sources. Additionally, include specific recommendations from a Racial Equity and Social Justice Analysis, if available.

The Library's decision-making is influenced by a good deal of quantitative data, including information about the circulation of our materials, the usage of our meeting and study rooms, the usage of our technology resources (including computers and wifi), and the number of visits to our buildings and programs. We use this data in combination with demographic profiles for each location's service area. In addition to this, we frequently talk with similar urban library systems across the country to gauge trends and norms within the profession. In terms of qualitative data, we use tools like the Tell Us project and our regular survey processes to gather feedback from individual community members and community partners.

Based on contracting quantitative data and a qualitative survey of our past contractors, the following recommendations have been made within this service:

1. Library Management Team statement about spending more (time and money)
2. Provide racial equity contracting tool for staff to use
3. MPL team to work on contracting guidelines
4. Deep dive to share internal processes
5. Questions around compensation discussions
6. Reach out to Community Engagement Team to learn about people to contract with
7. Monitor all contracts and vendor selection
8. Use post-program surveys to gather demographic information
9. Use City's RFP process for caterers
10. Amplify and diversify where we purchase non-program supplies and services
11. Use Amazon filter to find disadvantaged businesses
12. Add info on City's Disadvantaged Business Entity program to performer contract
13. Staff should provide resources to BIPOC performers and businesses on certification

3. Is the proposed budget or budget change related to a recommendation from a Neighborhood Resource Team (NRT)? If yes, please identify the NRT and recommendation. Be as specific as possible.

Yes. The Library's Marketing team is assisting in the promotion of the Parks Alive! program. These 31 events are being supported and produced by each NRT in their neighborhood park.

Part 5: Proposed Budget Reduction

Agencies are asked to provide a 1% reduction to their general, library, and internal service (e.g. fleet) fund budgets to address the City's structural deficit.

Enterprise Agencies: Enterprise agencies are not required to propose reductions, as long as there are sufficient revenues to cover proposed expenses. Enterprise agencies may skip this section and move to Part 6.

What is 1% of the agency's net budget (general, library, and fleet funds only)? \$194,308

What is the proposed reduction to this service's budget? \$9,932

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.

If you are proposing revenue increases or other types of changes to meet your net budget reduction, contact your budget analyst to discuss how to enter the information in the form.

Activity	\$Amount	Description
None	\$9,932	Increase of salary savings percentage has no impact on any Library activity.
Total	\$9,932	

Insert item

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	\$9,932	Increase of 2023 salary savings percentage.
Non-Personnel		
Agency Billings		
Total	\$9,932	

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

Does the proposed reduction impact other agencies (e.g. administrative or internal service agencies such as IT, Finance, HR, Fleet)?
No

Describe why the proposed reduction was chosen.
 Library historically averages 4.27% in salary savings, based on the data. The 2023 cost to continue budget salary savings percentage was reset to 2.0%; Library is proposing increasing the 2023 salary savings to 2.94%.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?
 No impact on the end user.

Part 6: Optional Supplemental Request

Town of Madison: Agencies requesting additional funding for Town of Madison (ToM) services should enter funding requests below. Enter ToM requests in the most relevant service. You can enter multiple rows for ToM activities as needed. Include "Town of Madison" or "ToM" in the activity name.

Supplemental Request: Agencies may submit one (1) supplemental request in their 2023 budget request. Please include the request in the most relevant service. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases.

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

Activity	\$Amount	Description
Total	0	

Insert item


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

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

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

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

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

Describe why the proposed increase is critical.

Save/Submit

2023 Operating Budget

Service Budget Proposal

PART 1: IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library ▼

SELECT YOUR AGENCY'S SERVICE:

Col Res and Access ▼

SERVICE NUMBER:

503

SERVICE DESCRIPTION:

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

Are any updates required for the "Service Description"?

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 orders with vendors.
Collection cataloging	35%	This activity provides access to the collection through catalogin 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

Citywide Element

<https://imaginemadisonwi.com/document/comprehensive-plan-adopted>

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 education opportunity gap. In addition, the Library's collection offeres materials for lifelong learning, creating opportunities for everyone to explore their interests.

Part 2: Base Budget Proposal

BUDGET INFORMATION

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
<i>Budget by Fund</i>						
General-Net	\$2,042,421	\$2,193,694	\$2,894,581	\$2,765,236	\$2,987,466	\$2,978,958
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Total	\$2,042,421	\$2,193,694	\$2,894,581	\$2,765,236	\$2,987,466	\$2,978,958
<i>Budget by Major</i>						
						312

Revenue	(\$2,374,201)	(\$1,966,603)	(\$1,986,603)	(\$1,960,130)	(\$1,952,830)	(\$1,986,051)
Personnel	\$1,502,017	\$1,322,715	\$1,873,922	\$1,892,759	\$1,937,207	\$1,933,513
Non-Personnel	\$2,914,605	\$2,837,582	\$3,007,262	\$2,832,607	\$3,003,089	\$3,031,496
Agency Billings	\$0	\$0	\$0	\$0	\$0	
Total	\$2,042,421	\$2,193,694	\$2,894,581	\$2,765,236	\$2,987,466	\$2,978,958

Part 3: Service Budget Changes

General Fund agencies may propose changes that are net neutral to their budget. Non-general fund supported agencies may propose changes that they can support with revenue.

Proposed Changes

Fund	Major	Org	Object	\$ Change	Description
1200 - LIBRARY	43 - CHARGES FOR	50300	43110	\$7,829	Adjusted expected revenue with updated data of operation during the pandemic.
1200 - LIBRARY	45 - FINE FORFEITU	50300	45210	(\$6,300)	Adjusted expected revenue with updated data of operation during the pandemic.
1200 - LIBRARY	46 - INVEST OTHER	50302	46310	(\$30,000)	Increased anticipated donations. Library has been very conservative in 2021 and 2022, and have received revenue over budget in the first half of the year.
1200 - LIBRARY	46 - INVEST OTHER	50300	46310	(\$4,500)	Increased unsolicited donation revenue for collections with updated data of operation during the pandemic.
1200 - LIBRARY	47 - MISC REVENUE	50300	47190	(\$250)	Establish budget for book bag and other miscellaneous promotional materials sales now that branches are fully open.
1200 - LIBRARY	51 - SALARIES	50300	51113	(\$3,694)	Personnel costs that will post to service 505 via grant-funded work.
1200 - LIBRARY	53 - SUPPLIES	50300	53145	(\$30)	Adjusted for known amount learned 7/5/2022.
1200 - LIBRARY	53 - SUPPLIES	50300	53150	(\$2,846)	Adjusted expected expense with updated data of operation during the pandemic.
1200 - LIBRARY	53 - SUPPLIES	50302	53225	\$30,000	Increased Library Materials expense related to increased donation revenue.
1200 - LIBRARY	53 - SUPPLIES	50300	53225	\$4,500	Increased Library Materials expense related to increased unsolicited donation revenue.
1200 - LIBRARY	54 - PURCHASED SE	50300	54121	\$444	Adjusted based on 2021 actuals, shifting funds between multiple services.
1200 - LIBRARY	54 - PURCHASED SE	50300	54130	\$2,800	Increased due to new software maintenance for people counters at the entrance/exit gates.
1200 - LIBRARY	54 - PURCHASED SE	50300	54245	(\$280)	Decreased based on historical data during the pandemic.
1200 - LIBRARY	54 - PURCHASED SE	50300	54320	(\$5,181)	Decreased due to new equipment maintenance company having lower costs.
1200 - LIBRARY	54 - PURCHASED SE	50300	54625	(\$1,000)	Decreased due to no collection of fines, these are online payment fees.
TOTAL				-\$8,508.00	

Insert item

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

There are no service level impacts, these are minor adjustments.

Explain the assumptions behind the changes.

With updated historical data of Library operations during the pandemic, and coming out of the pandemic, Library staff have updated anticipated revenues and expenses.

What is the justification behind the proposed change?

New data supports adjusted amounts. Library is presenting a balanced budget across all services.

Are you proposing any personnel allocation changes?

No

Part 4: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Prioritize equity over equality. "Equity" is often conflated with the term "equality" (meaning sameness). Equity implies that an individual may need to experience or receive something different (not equal) in order to achieve fairness and access.

We encourage you to focus on how this service impacts marginalized populations and addresses the greatest needs, instead of discussing how the service will benefit everyone equally.

1. What specific inequities does this service intend to address? How and for whom?

The library provides an equitable collection of materials in a variety of formats that meet the cultural, educational, and recreational needs of our patrons available for free with a library card with no late fines as a barrier. Free access to information is fundamental for a well informed and engaged community. A focus on non-English language materials that strive to match neighborhood demographics and equitable access to online language resources that are available 24/7, as well as access to all online library resources help bridge an access divide.

2. What data helped shape your proposal? Data includes qualitative and quantitative information such as community input, demographics, qualified census tracts, environmental justice areas, and other sources. Additionally, include specific recommendations from a Racial Equity and Social Justice Analysis, if available.

The Madison Public Library Collection Development Policy provides a framework for the growth and development of collections in support of the Library's mission to "provide free and equitable access to cultural and educational experiences and celebrate ideas, promote creativity, connect people, and enrich lives." The library has conducted collection audits to analyze and inform collection development and strategic use of collection analysis reports and tools to ensure that staff are providing an equitable delivery of resources to the community. These reports indicate demand and interest for each neighborhood library and the library overall. The collection is also developed based on neighborhood demographics, specific neighborhood needs, and cultural demographics.

3. Is the proposed budget or budget change related to a recommendation from a Neighborhood Resource Team (NRT)? If yes, please identify the NRT and recommendation. Be as specific as possible.

The proposed budget is not a recommendation of an NRT. Offering collections that reflect the community is a core service of the library.

Part 5: Proposed Budget Reduction

Agencies are asked to provide a 1% reduction to their general, library, and internal service (e.g. fleet) fund budgets to address the City's structural deficit.

Enterprise Agencies: Enterprise agencies are not required to propose reductions, as long as there are sufficient revenues to cover proposed expenses. Enterprise agencies may skip this section and move to Part 6.

What is 1% of the agency's net budget (general, library, and fleet funds only)?

\$194,308

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

\$18,333

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.

If you are proposing revenue increases or other types of changes to meet your net budget reduction, contact your budget analyst to discuss how to enter the information in the form.

Activity	\$Amount	Description
Total	\$18,333	

Activity	\$Amount	Description
None	\$18,333	There are no Library activity impacts.
Total	\$18,333	

Insert item

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	\$13,153	Increase of 2023 salary savings percentage.
Non-Personnel	\$5,180	MPL is replacing the last of the Bibliotheca equipment with Envisionware equipment, which has lower cost maintenance plan.
Agency Billings		
Total	\$18,333	

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

Does the proposed reduction impact other agencies (e.g. administrative or internal service agencies such as IT, Finance, HR, Fleet)?

No

Describe why the proposed reduction was chosen.

Library historically averages 4.27% in salary savings, based on the data. The 2023 cost to continue budget salary savings percentage was reset to 2.0%; Library is proposing increasing the 2023 salary savings to 2.94%.

Library will complete the equipment changes in 2022.

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

No impact on the end user.

Part 6: Optional Supplemental Request

Town of Madison: Agencies requesting additional funding for Town of Madison (ToM) services should enter funding requests below. Enter ToM requests in the most relevant service. You can enter multiple rows for ToM activities as needed. Include "Town of Madison" or "ToM" in the activity name.

Supplemental Request: Agencies may submit one (1) supplemental request in their 2023 budget request. Please include the request in the most relevant service. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases.

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

Activity	\$Amount	Description
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Total	0	
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Activity	\$Amount	Description
Total	0	

Insert item

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

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

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

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

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

2023 Operating Budget

Service Budget Proposal

PART 1: IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library ▼

SELECT YOUR AGENCY'S SERVICE:

Community Engagement ▼

SERVICE NUMBER:

502

SERVICE DESCRIPTION:

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

Are any updates required for the "Service Description"?

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 nine library branches and local community spaces. It also covers the expense of the supplies these contractors and our staff conducting programs need. The Bubbler and Youth Services staff that are funded in this service spend all of their time on planning on conducting programs.

Insert item

Citywide Element

<https://imaginemadisonwi.com/document/comprehensive-plan-adopted>

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. Library programming staff also serve as a critical partner to many other City agencies and community organizations as they re-engage more fully with youth and families in-person. Library staff are partnering with Parks on the Parks Alive! project; with the Clerk's office to host absentee voting; with the UW and its All of Us initiative, which aims to enhance the diversity of its health research; with Public Health to offer pop-up vaccination clinics; with Madison School and Community Recreation on its afterschool programming; and with a cohort of community artists, providing programming within all of our library locations, to name a few examples.

Part 2: Base Budget Proposal

BUDGET INFORMATION

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
<i>Budget by Fund</i>						
General-Net	\$528,186	\$929,282	\$1,532,330	\$1,727,054	\$1,874,061	\$1,855,794
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Total	\$528,186	\$929,282	\$1,532,330	\$1,727,054	\$1,874,061	\$1,855,794
<i>Budget by Major</i>						
						317

Revenue	(\$366,392)	(\$36,500)	(\$223,275)	(\$169,675)	(\$169,675)	(\$185,469)
Personnel	\$764,095	\$697,601	\$1,474,165	\$1,604,913	\$1,751,920	\$1,726,308
Non-Personnel	\$130,483	\$268,181	\$281,440	\$291,816	\$291,816	\$314,955
Agency Billings	\$0	\$0	\$0	\$0	\$0	
Total	\$528,186	\$929,282	\$1,532,330	\$1,727,054	\$1,874,061	\$1,855,794

Part 3: Service Budget Changes

General Fund agencies may propose changes that are net neutral to their budget. Non-general fund supported agencies may propose changes that they can support with revenue.

Proposed Changes

Fund	Major	Org	Object	\$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER	50202	46310	(\$15,794)	Increased anticipated donations. Library has been very conservative in 2021 and 2022, and have received revenue over budget in the first half of the year.
1200 - LIBRARY	51 - SALARIES	50200	51113	(\$25,612)	Personnel costs that will post to service 505 via grant-funded work.
1200 - LIBRARY	53 - SUPPLIES	50202	53145	\$690	Increased due to shifting of budget from other services.
1200 - LIBRARY	53 - SUPPLIES	50202	53155	(\$10,363)	Decreased due to shifting of donation budget from program supplies to program services based on historical data.
1200 - LIBRARY	54 - PURCHASED SE	50200	54121	\$485	Increased cellular telephone based on historical data.
1200 - LIBRARY	54 - PURCHASED SE	50202	54330	(\$217)	Decreased budget placeholder for a singular expense that occurred in 2019.
1200 - LIBRARY	54 - PURCHASED SE	50200	54535	\$744	Increased for memberships, Amazon membership moved from Admin & Marketing to Community Engagement for programming staff.
1200 - LIBRARY	54 - PURCHASED SE	50202	54689	(\$200)	Decreased for known home delivery expenses, same amount per month with new, less expensive delivery service.
1200 - LIBRARY	54 - PURCHASED SE	50202	54695	\$32,000	Increased donation budget increases program services, also shifted some program supplies to program services.
TOTAL				-\$18,267.00	

Insert item

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

The service level impacts are minimal and align Community Engagement service budget with historical spending.

Explain the assumptions behind the changes.

Library has been conservative with donation estimates in the past and is slightly increasing anticipated donations in the 2023 budget request.

What is the justification behind the proposed change?

In the past two years Library has surpassed budgeted donation revenue by mid-year and donations received after that increased revenue and expense budget when accepted.

Are you proposing any personnel allocation changes?

No

Part 4: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Prioritize equity over equality. "Equity" is often conflated with the term "equality" (meaning sameness). Equity implies that an individual may need to experience or receive something different (not equal) in order to achieve fairness and access.

We encourage you to focus on how this service impacts marginalized populations and addresses the greatest needs, instead of discussing how the service will benefit everyone equally.

1. What specific inequities does this service intend to address? How and for whom?

The Library's Community Engagement team works to address two main inequities with the Madison community. We work to:

- a. Address the economic inequities experienced by Madison's BIPOC communities by providing free access to a variety of educational and entertaining programming.
- b. Address the lack of representation experienced by Madison's BIPOC communities by providing programming that celebrates cultures; highlights the work of artists, teachers, and professionals of color within Madison and the surrounding area; and gives people of color within Madison a platform to both find and raise their voices.

2. What data helped shape your proposal? Data includes qualitative and quantitative information such as community input, demographics, qualified census tracts, environmental justice areas, and other sources. Additionally, include specific recommendations from a Racial Equity and Social Justice Analysis, if available.

The Library's Community Engagement Team has spent the last several years developing tools to assist in the data collection and assessment of library programming. Currently, the Library's events platform contains quantitative data around the number of events held, the number of attendees at each event, the primary audience for each event, and the type of program conducted. A new partnership database (the PINDEX) has recently been established as a tool to assist in analyzing how many partnerships are active within the library, the primary audience for each partnership, the success of each partnership project, and, by lack of inclusion in the database, which major partners within the City are not being served by the Library and should be contacted. A final tool, the Service Assessment Framework, is being piloted in 2022 to help determine measures of success qualitatively for programs and services.

3. Is the proposed budget or budget change related to a recommendation from a Neighborhood Resource Team (NRT)? If yes, please identify the NRT and recommendation. Be as specific as possible.

Yes – Library programming staff involved in the Parks Alive! project created by the NRTs are funded through this service.

Part 5: Proposed Budget Reduction

Agencies are asked to provide a 1% reduction to their general, library, and internal service (e.g. fleet) fund budgets to address the City's structural deficit.

Enterprise Agencies: Enterprise agencies are not required to propose reductions, as long as there are sufficient revenues to cover proposed expenses. Enterprise agencies may skip this section and move to Part 6.

What is 1% of the agency's net budget (general, library, and fleet funds only)? \$194,308

What is the proposed reduction to this service's budget? \$13,353

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.

If you are proposing revenue increases or other types of changes to meet your net budget reduction, contact your budget analyst to discuss how to enter the information in the form.

Activity	\$Amount	Description
None	\$13,353	There will be no impact to Library activity.
Total	\$13,353	

Insert item

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	\$12,393	Increase of 2023 salary savings percentage.
Non-Personnel	\$960	Library is writing a policy on cell phone stipend qualifications, 4 staff will no longer be eligible for the stipend.
Agency Billings		
Total	\$13,353	

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

Does the proposed reduction impact other agencies (e.g. administrative or internal service agencies such as IT, Finance, HR, Fleet)?

No

Describe why the proposed reduction was chosen.

Library historically averages 4.27% in salary savings, based on the data. The 2023 cost to continue budget salary savings percentage was reset to 2.0%; Library is proposing increasing the 2023 salary savings to 2.94%.

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

No impact on the end user.

Part 6: Optional Supplemental Request

Town of Madison: Agencies requesting additional funding for Town of Madison (ToM) services should enter funding requests below. Enter ToM requests in the most relevant service. You can enter multiple rows for ToM activities as needed. Include "Town of Madison" or "ToM" in the activity name.

Supplemental Request: Agencies may submit one (1) supplemental request in their 2023 budget request. Please include the request in the most relevant service. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases.

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

Activity	\$Amount	Description
Total	0	

Insert item

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

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

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

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or

personnel would be needed to support this increase.

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

Describe why the proposed increase is critical.

Save/Submit

2023 Operating Budget

Service Budget Proposal

PART 1: IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library

SELECT YOUR AGENCY'S SERVICE:

Facilities

SERVICE NUMBER:

504

SERVICE DESCRIPTION:

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

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Building Maintenance	54%	Performing repairs, responding to user request, coordinating preventative maintenance, coordinating vendor assistance.
Custodial Tasks	24%	Cleaning Central Library, maintaining janitorial supplies, responding to custodial emergencies at all nine library branches.
Building Projects	5%	Scheduling, coordinating and completing major building projects such as renovations, refurbishments and new construction.
Planning	4%	Planning for new facilities, designing new facilities and engaging the public and staff on future library facility needs.
Library Technology infrastructure	10%	Maintaining and replacing library technology infrastructure and systems.
Central Library events management and planning	3%	Personnel and supplies for hosting paid and unpaid events at Central Library.

Insert item

Citywide Element

<https://imagine.madisonwi.com/document/comprehensive-plan-adopted>

Culture and Character

Describe how this service advances the Citywide Element:

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

Part 2: Base Budget Proposal

BUDGET INFORMATION

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Budget by Fund						
General-Net	\$2,322,204	\$2,401,353	\$2,312,422	\$2,381,492	\$2,437,371	\$2,453,435
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Total	\$2,322,204	\$2,401,353	\$2,312,422	\$2,381,492	\$2,437,371	\$2,453,435
Budget by Major						
Revenue	(\$154,916)	(\$141,609)	(\$170,972)	(\$51,412)	(\$51,412)	(\$15,500)
Personnel	\$1,076,962	\$1,118,561	\$1,140,753	\$1,122,429	\$1,108,188	\$1,108,188
Non-Personnel	\$1,384,644	\$1,412,907	\$1,304,874	\$1,298,793	\$1,356,456	\$1,336,608
Agency Billings	\$15,514	\$11,494	\$37,766	\$11,682	\$24,139	\$24,139
Total	\$2,322,204	\$2,401,353	\$2,312,421	\$2,381,492	\$2,437,371	\$2,453,435

Part 3: Service Budget Changes

General Fund agencies may propose changes that are net neutral to their budget. Non-general fund supported agencies may propose changes that they can support with revenue.

Proposed Changes

Fund	Major	Org	Object	\$ Change	Description
1200 - LIBRARY	43 - CHARGES FOR !	504007...	43520	\$9,000	Central events staff warn of fewer than expected 2023 reservations.
1200 - LIBRARY	43 - CHARGES FOR !	504007...	43522	\$20,000	Central events staff warn of fewer than expected 2023 reservations.
1200 - LIBRARY	46 - INVEST OTHER	504027...	46310	\$6,912	Removing donation budget for Sequoya furniture and equipment supplies.
1200 - LIBRARY	53 - SUPPLIES	504027...	53130	(\$6,612)	Removing donation budget for Sequoya furniture.
1200 - LIBRARY	53 - SUPPLIES	504007...	53145	(\$2,650)	Reducing budget for event diagraming software. Library purchased a different software at less of a cost when events resumed in 2022.
1200 - LIBRARY	53 - SUPPLIES	50400	53215	(\$4,280)	Shifted some budget to safety supplies in service 501.
1200 - LIBRARY	53 - SUPPLIES	50400	53235	(\$4,860)	Shifted some budget to safety supplies in service 501.
1200 - LIBRARY	53 - SUPPLIES	50400	53315	\$3,755	Increased budget based on historical purchases 2019 - 2021.
1200 - LIBRARY	53 - SUPPLIES	50400	53320	(\$1,271)	Shifted some budget to building supplies.
1200 - LIBRARY	53 - SUPPLIES	50400	53325	\$4,210	Increased budget based on historical purchases 2019 - 2021.
1200 - LIBRARY	53 - SUPPLIES	50400	53330	\$125	Increased budget based on historical purchases 2019 - 2021.
1200 - LIBRARY	53 - SUPPLIES	504027...	53413	(\$1,300)	Decreasing budget based on historical purchases 2019 - 2021. Removing donation budget for Sequoya equipment supplies.
1200 - LIBRARY	54 - PURCHASED SE	50400	54121	(\$2,622)	Reducing budget based on 2019 - 2021 actuals.

TOTAL \$16,064.00

Fund	Major	Org	Object	\$ Change	Description
1200 - LIBRARY	54 - PURCHASED SE	504007...	54210	(\$26,380)	Transferring Lakeview common area maintenance charges to facility rental. The new lease in 2023 will include these charges as a static amount rather than a percentage of actual landlord maintenance charges. Decreasing for new building and historical data since opening the new Pinney locations.
1200 - LIBRARY	54 - PURCHASED SE	50400	54215	\$2,744	Increasing budget for fuel surcharge increases, higher than originally anticipated during the cost to continue practice.
1200 - LIBRARY	54 - PURCHASED SE	50400	54218	\$4,020	Increasing budget based on historical purchases 2019 - 2021.
1200 - LIBRARY	54 - PURCHASED SE	50400	54220	(\$1,064)	Library is contracting with a local company who charges less for this service.
1200 - LIBRARY	54 - PURCHASED SE	504007...	54225	(\$3,500)	Decreasing budget based on historical purchases 2019 - 2021.
1200 - LIBRARY	54 - PURCHASED SE	504007...	54230	\$31,400	Increasing budget by transferring common area charges and taxes to facility rental. New 2023 lease will include these formerly separate charges as one payment for rent.
1200 - LIBRARY	54 - PURCHASED SE	50400	54245	\$214	Increasing budget for fuel surcharge increases.
1200 - LIBRARY	54 - PURCHASED SE	50400	54330	\$918	Increasing budget based on historical data.
1200 - LIBRARY	54 - PURCHASED SE	50400	54540	\$705	Increasing budget for "energy fee" added mid 2022.
1200 - LIBRARY	54 - PURCHASED SE	504007...	54880	(\$13,400)	Transfer Lakeview taxes payment to Lakeview facility rental. New 2023 lease will include tax payment as rent, rather than a percentage of actual taxes paid.
TOTAL				\$16,064.00	

Insert item

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

Service impacts are minimal. Reduction in Central events revenue will have a correlating reduction in Central payroll or overtime.

Explain the assumptions behind the changes.

Library staff approached the budget projection by ignoring cost to continue and estimating revenue and expense amounts based on historical data, which now includes two years of operation during the pandemic. After amounts were entered we continued to adjust amounts to present a balanced budget across all services.

What is the justification behind the proposed change?

Library continues to align budget with actual revenue and expense historical data and known future changes.

Are you proposing any personnel allocation changes?

No

Part 4: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Prioritize equity over equality. "Equity" is often conflated with the term "equality" (meaning sameness). Equity implies that an individual may need to experience or receive something different (not equal) in order to achieve fairness and access.

We encourage you to focus on how this service impacts marginalized populations and addresses the greatest needs, instead of discussing how the service will benefit everyone equally.

1. What specific inequities does this service intend to address? How and for whom?

The Library's Facilities team works to address the economic inequities experienced by Madison's BIPOC communities by providing free access to safe, accessible, comfortable, and welcoming spaces. We take great care to not only maintain these facilities, but to create environments where the artwork and material displayed also represent the diversity within Madison.

2. What data helped shape your proposal? Data includes qualitative and quantitative information such as community input, demographics, qualified census tracts, environmental justice areas, and other sources. Additionally, include specific recommendations from a Racial Equity and Social Justice Analysis, if available.

Our work order request system provides quantitative data as to the number and type of facility issues which need to be addressed. Life safety and accessibility requests receive the highest priority. After that we prioritize work orders and projects through an equity lens; the demographics and census tract information of particular library service areas inform those decisions.

3. Is the proposed budget or budget change related to a recommendation from a Neighborhood Resource Team (NRT)? If yes, please identify the NRT and recommendation. Be as specific as possible.

No, although many of our facilities are located within or in close proximity to NRT neighborhoods.

Part 5: Proposed Budget Reduction

Agencies are asked to provide a 1% reduction to their general, library, and internal service (e.g. fleet) fund budgets to address the City's structural deficit.

Enterprise Agencies: Enterprise agencies are not required to propose reductions, as long as there are sufficient revenues to cover proposed expenses. Enterprise agencies may skip this section and move to Part 6.

What is 1% of the agency's net budget (general, library, and fleet funds only)?

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.

If you are proposing revenue increases or other types of changes to meet your net budget reduction, contact your budget analyst to discuss how to enter the information in the form.

Activity	\$Amount	Description
None	\$14,669	There is no impact on Library activity.
Total	\$14,669	

Insert item

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	\$7,669	Increase of 2023 salary savings percentage.
Non-Personnel	\$7,000	Library branches are now connected to the city network and will be able to cancel phone services no longer needed.
Agency Billings		
Total	\$14,669	

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?

Does the proposed reduction impact other agencies (e.g. administrative or internal service agencies such as IT, Finance, HR, Fleet)?

No

Describe why the proposed reduction was chosen.

Library historically averages 4.27% in salary savings, based on the data. The 2023 cost to continue budget salary savings percentage was reset to 2.0%; Library is proposing increasing the 2023 salary savings to 2.94%.

Library is in the process of canceling phone services no longer needed since switching to city network VOIP.

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

No impact to the end user.

Part 6: Optional Supplemental Request

Town of Madison: Agencies requesting additional funding for Town of Madison (ToM) services should enter funding requests below. Enter ToM requests in the most relevant service. You can enter multiple rows for ToM activities as needed. Include "Town of Madison" or "ToM" in the activity name.

Supplemental Request: Agencies may submit one (1) supplemental request in their 2023 budget request. Please include the request in the most relevant service. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases.

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

Activity	\$Amount	Description
Total	0	

Insert item

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

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

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

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

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

Select...

Describe why the proposed increase is critical.

Save/Submit

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2023 Operating Budget

Service Budget Proposal

PART 1: IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Library ▼

SELECT YOUR AGENCY'S SERVICE:

Public Service ▼

SERVICE NUMBER:

501

SERVICE DESCRIPTION:

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

Are any updates required for the "Service Description"?

Please remove programming from the list. That is represented in Community Engagement

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	40%	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.
Neighborhood Library Management	20%	Neighborhood Library Management includes 6.0 FTE Library Supervisors that oversee the nine library branches.

Insert item

Citywide Element

<https://imaginemadisonwi.com/document/comprehensive-plan-adopted>

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. Through our Reference and User Services department, Madison Public Library staff assist residents of all ages in meeting many of their educational and life-sustaining financial needs, including helping people sign up for free or low cost internet services, finding tax assistance, faxing essential government forms, navigating online job applications, connecting with social service providers, and more. This staff also supports computer access, wireless internet access, and wireless printing options. Our Circulation Department makes it possible to borrow the collection items that meet the educational and entertainment needs of our community. Public Services staff perform all of these functions with racial equity at the top of their minds, attending numerous training sessions to ensure that they are providing the best and most equitable service to the people of Madison.

Part 2: Base Budget Proposal

BUDGET INFORMATION

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
<i>Budget by Fund</i>						
General-Net	\$9,814,748	\$8,922,631	\$7,189,623	\$7,894,932	\$7,810,006	\$7,804,000
						328

Other-Expenditures	\$6,297	\$0	\$0	\$15,000	\$0	
Total	\$9,821,045	\$8,922,631	\$7,189,623	\$7,909,932	\$7,810,006	\$7,804,000
Budget by Major						
Revenue	(\$453,891)	(\$607,655)	(\$370,372)	(\$308,824)	(\$308,824)	(\$321,975)
Personnel	\$8,270,678	\$9,280,715	\$7,406,476	\$7,979,489	\$7,894,563	\$7,885,974
Non-Personnel	\$2,004,258	\$249,571	\$153,518	\$239,267	\$224,267	\$240,001
Agency Billings	\$0	\$0	\$0	\$0	\$0	
Total	\$9,821,045	\$8,922,631	\$7,189,622	\$7,909,932	\$7,810,006	\$7,804,000

Part 3: Service Budget Changes

General Fund agencies may propose changes that are net neutral to their budget. Non-general fund supported agencies may propose changes that they can support with revenue.

Proposed Changes

Fund	Major	Org	Object	\$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER	50102	46310	(\$13,151)	Increased because Library has been conservative in the past and reached donation budget mid-year.
1200 - LIBRARY	51 - SALARIES	50100	51113	(\$8,589)	Personnel costs that will post to service 505 via grant-funded work.
1200 - LIBRARY	53 - SUPPLIES	50100	53120	\$3,000	Adjusted for paper price inflation.
1200 - LIBRARY	53 - SUPPLIES	50102	53140	\$14,210	Increase in donation funded hardware supplies.
1200 - LIBRARY	53 - SUPPLIES	50102	53145	(\$1,308)	Moved budget to object 54130.
1200 - LIBRARY	53 - SUPPLIES	50100	53235	\$6,915	Adjusted based on historical data of operating during the pandemic. Shifting funds from service 504 safety supplies to service 501 safety supplies.
1200 - LIBRARY	54 - PURCHASED SE	50102	54120	\$89	Adjusted based on historical purchases.
1200 - LIBRARY	54 - PURCHASED SE	50100	54121	\$1,159	Adjusted based on 2021 actuals, shifting funds between multiple services.
1200 - LIBRARY	54 - PURCHASED SE	50100	54130	(\$700)	Savings on change in subscription plan.
1200 - LIBRARY	54 - PURCHASED SE	50100	54320	(\$8,100)	Moving budget to object 54330 to align with actual expense.
1200 - LIBRARY	54 - PURCHASED SE	50100	54330	\$868.66	Increase for moving budget from object 54320 and decrease for change in printer maintenance plans to a less expensive company.
1200 - LIBRARY	54 - PURCHASED SE	50100	54535	(\$400)	Move budget to service 502.
TOTAL				-\$6,006.34	

Insert item

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

The service level impacts are minimal and align Public Services service budget with historical spending.

Explain the assumptions behind the changes.

Library staff approached the budget projection by ignoring cost to continue and estimating revenue and expense amounts based on historical data, which now includes two years of operation during the pandemic. After amounts were entered we continued to adjust amounts to present a balanced budget across all services.

What is the justification behind the proposed change?

Library continues to align budget with actual revenue and expense historical data and known future changes.

Are you proposing any personnel allocation changes?

No

Part 4: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City’s budget and operations. Prioritize equity over equality. “Equity” is often conflated with the term “equality” (meaning sameness). Equity implies that an individual may need to experience or receive something different (not equal) in order to achieve fairness and access.

We encourage you to focus on how this service impacts marginalized populations and addresses the greatest needs, instead of discussing how the service will benefit everyone equally.

1. What specific inequities does this service intend to address? How and for whom?

The Library’s Public Services team primarily works to address the economic inequities experienced by Madison’s BIPOC communities by providing free access to a variety of resources. These resources include:

- a. Technology to complete essential work, educational, and financial activities
- b. Library print and electronic collection materials to meet educational, informational, and entertainment needs
- c. Staff expertise that connects Library patrons to specific resources, whether it is an item within the collection or a resource in the community (such as a social services agency or a specific program like Journey Mental Health)
- d. Connection to other City and County services, such as voter registration and absentee voting, vaccine clinics, or rental assistance

2. What data helped shape your proposal? Data includes qualitative and quantitative information such as community input, demographics, qualified census tracts, environmental justice areas, and other sources. Additionally, include specific recommendations from a Racial Equity and Social Justice Analysis, if available.

The Library’s Public Services’ quantitative data includes information about the circulation of our materials, the usage of our technology resources (including computers and wifi), the number of visits to our buildings, and the number of reference interactions we have in person, via phone, and via email. We use this data in combination with demographic profiles for each location’s service area. In addition to this, we use our annual Survey Week data (taken three times each year) to gain qualitative information about the types of questions we receive from the public.

3. Is the proposed budget or budget change related to a recommendation from a Neighborhood Resource Team (NRT)? If yes, please identify the NRT and recommendation. Be as specific as possible.

While this budget does not include specific recommendations from a Neighborhood Resource Team, it does fund a majority of the Library staff that serve on NRTs, many as leads and/or co-leads.

Part 5: Proposed Budget Reduction

Agencies are asked to provide a 1% reduction to their general, library, and internal service (e.g. fleet) fund budgets to address the City’s structural deficit.

Enterprise Agencies: Enterprise agencies are not required to propose reductions, as long as there are sufficient revenues to cover proposed expenses. Enterprise agencies may skip this section and move to Part 6.

What is 1% of the agency’s net budget (general, library, and fleet funds only)? \$194,308

What is the proposed reduction to this service’s budget? \$138,542

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.

If you are proposing revenue increases or other types of changes to meet your net budget reduction, contact your budget analyst to discuss how to enter the information in the form.

Activity	\$Amount	Description
None	\$42,542	Increase of salary savings percentage has no impact on any Library activity.

Total	\$138,542	
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Activity	\$Amount	Description
All	\$96,000	Elimination of Sunday hours impacts all services by decreasing the number of days patrons can use Central, Lakeview and Goodman South.
Total	\$138,542	

Insert item

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	\$138,542	Increase of salary savings percentage results in \$42,571 savings. The remaining \$96,000 is the elimination of Sunday hours at Central, Lakeview and Goodman South.
Non-Personnel		
Agency Billings		
Total	\$138,542	

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

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

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

No

Does the proposed reduction impact other agencies (e.g. administrative or internal service agencies such as IT, Finance, HR, Fleet)?

No

Describe why the proposed reduction was chosen.

Library historically averages 4.27% in salary savings, based on the data (see attached information sheet). The 2023 cost to continue budget salary savings percentage was reset to 2.0%; Library is proposing increasing the 2023 salary savings to 2.94%.

The elimination of Sunday hours was chosen because Sunday hours are extra hours for staff. This reduction then only eliminates overtime pay, and does not result in layoffs.

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

The salary savings reduction has no impact on end users. Eliminating Sunday hours, however, will negatively impact the public, especially for those who may need the Library for conducting work or school-related projects.

Part 6: Optional Supplemental Request

Town of Madison: Agencies requesting additional funding for Town of Madison (ToM) services should enter funding requests below. Enter ToM requests in the most relevant service. You can enter multiple rows for ToM activities as needed. Include "Town of Madison" or "ToM" in the activity name.

Supplemental Request: Agencies may submit one (1) supplemental request in their 2023 budget request. Please include the request in the most relevant service. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases.

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

Activity	\$Amount	Description
Total	0	

Insert item

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

Name	\$Amount	Description
Personnel	30,000	Library is requesting funding for two hourly security monitors at the Hawthorne Library. This total includes wages ar
Non-Personnel		
Agency Billings		
Total	30,000	

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

Library Fund

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

This service is ongoing and costs will increase with wage increases. The duration of the need for this addition depends upon the condition of the neighborhood and citizens who enter the library building.

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

No

Describe why the proposed increase is critical.

The Hawthorne Library and its surrounding neighborhood is seeing an increase in the number and severity of incidents, especially those involving patrons having mental health crises or using prohibited substances. While we know that adding security monitors does not impact the root cause of these issues, it will provide some much-needed relief and support for the over-taxed staff in the building and will provide additional hands to help keep disruptions to a minimum for the many patrons trying to use the space in appropriate and positive ways.

Save/Submit

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