

NOTICE

Milwaukee County  
Federated Library System  
Board of Trustees

Monday, May 17<sup>th</sup>, 2021

3:30 P.M.

This meeting will be conducted online  
using Zoom meeting software

Meeting URL: [CLICK HERE](#)  
Meeting ID: 815 3501 2516  
Passcode: 981932

Download Zoom: <https://zoom.us/download>

Instructions: <https://support.zoom.us/hc/en-us/articles/201362193-Joining-a-Meeting>

AGENDA

1. Call to order
2. Adoption of agenda
3. Approval of minutes: the MCFLS Board of Trustees meeting on Monday, April 19<sup>th</sup>, 2021  

Action      [Attachment A](#)
4. Public comment
5. Library Directors Advisory Council--Report of the April 15<sup>th</sup>, 2021 Meeting  

Action      [Attachment B](#)

Please note: Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through sign language interpreters or other auxiliary aides.

Board of Trustees—Administrative reports requiring action

6. Financial Report—April 2021

Action

[Attachment C](#)

Administrative Informational Items

7. Consensus at LDAC update meeting was to continue to use the current calculations and not amend the ILS, Resource Sharing and Technology agreement.

8. 2022 County Budget Request and Racial Equity Budget Tool

[Attachment D](#)

9. Standing agenda item on MCFLS Board meetings.

10. Director's Report

[Attachment E](#)

Next meeting date: June 21<sup>st</sup>, 2021 at 3:30 pm via Zoom online meeting software.

Milwaukee County Federated Library System  
Board of Trustees

Regular Monthly Meeting held Monday, April 19, 2021  
Zoom Meeting

ROLL CALL

Present: Paul Ziehler, President  
Steve Shea, Vice President  
Nik Kovac, Treasurer  
Cory Clark, Trustee  
Guy Johnson, Trustee  
Howard Snyder, Trustee  
Elizabeth Suelzer, Trustee

Staff: Steve Hesel, Director  
Judy Kaniasty, Business Manager  
Jen Schmidt, Library Systems Administrator  
Eric Henry, Network Administrator/PC Support Specialist

Others: Jill Lininger, LDAC Chair and Oak Creek Public Library  
Joan Johnson, Milwaukee Public Library

CALL TO ORDER. President Ziehler called the regularly scheduled monthly meeting of the Milwaukee County Federated Library System Board of Trustees to order at 3:34 p.m.

INTRODUCTION OF NEW MCFLS NETWORK ADMINISTRATOR/PC SUPPORT SPECIALIST ERIC HENRY. President Ziehler welcomed Eric Henry to MCFLS and to the meeting. Director Hesel noted that today is Eric's first day on the job and he brings much experience to the job. Eric noted that he comes previously from a manufacturing setting and he lives in South Milwaukee. The Board members introduced themselves to Eric.

President Ziehler also officially welcomed Trustee Cory Clark to his official first MCFLS Board meeting even though he did attend last month and introduced himself.

ADOPTION OF AGENDA. President Ziehler referred to the agenda. Trustee Johnson moved and Trustee Clark seconded a motion to approve the agenda as distributed. Unanimously approved.

APPROVAL OF MINUTES. President Ziehler referred to the minutes of the Monday, March 15, 2021 meeting which are shown as Attachment A of the agenda packet. Being no corrections noted, Trustee Clark moved and Trustee Johnson seconded a motion to approve the minutes as presented. Unanimously approved.

PUBLIC COMMENT. Since the LDAC meeting was just held on Thursday, April 15, the report was not on the agenda however Jill Lininger, LDAC Chair, gave a brief report and the written report will be attached

to the next MCFLS Board agenda packet. Several libraries are expanding services and/or expanding hours open and the other discussion of mention was the formula for 2022 cost which Steve Hesper will report on later in this meeting.

#### BOARD OF TRUSTEES – ADMINISTRATIVE REPORTS REQUIRING ACTION

Financial Report – March 2021. President Ziehler referred to the March 2021 financial report which is shown as Attachment B of the agenda packet. Director Hesper noted that he has a few mid-year adjustments he is aware of: computer install costs, OverDrive Advantage-County and OverDrive Advantage-Member along with Marketing and staffing cost adjustments. Vice President Shea moved and Trustee Clark seconded a motion to approve the March 2021 financial report as presented. Unanimously approved.

Marketing staff capacity. Director Hesper reported that he has been giving considerable thought to the pros and cons of using a contract worker vs. a regular staff position for the marketing and advocacy work on behalf of MCFLS and the member libraries and he reviewed Attachment C of the agenda packet to share his thoughts. When discussing the job description with both the LDAC and MAC, comments lead him to believe a regular employee is more desirable for flexibility to take on more tasks as they come forward over time. Some concern was expressed that there may be more work outlined than what a half-time person can accomplish and therefore he recommends a 25-hour per week person. After some Board discussion on the information provided, Vice President Shea moved and Trustee Clark seconded a motion to hire a 25-hour per week regular MCFLS employee as recommended by Director Hesper for the reasons he notes in Attachment C. Director Hesper will aim to have the position filled by June and this should go relatively quick since the Marketing Plan has already been approved. Director Hesper will reach out to the MAC consultants for direction. President Ziehler questioned whether the title was correct since the duties re primarily promotion/marketing and Director Hesper indicated that the title is in line with other positions doing this work at other library systems.

Trustee Howard questioned whether it is customary for the MCFLS Board to take action on items that are already in the budget and President Ziehler responded that the original concept was to engage a contract worker to perform the promotion/marketing work and that was now change to be a regular MCFLS-hired staff person so that is why the action was taken today.

Proposal to adjust metrics used to determine member costs for ILS, OCLC and cataloging costs for 2022. Director Hesper reviewed Attachment D of the agenda packet and reported that the LDAC did discuss last Thursday at their meeting and suggested receiving statistics for the calendar years 2018-2020 be averaged for 2022 costs and those will be discussed at their next meeting before making a recommendation for the MCFLS Board to consider. In addition, Director Hesper noted that an addendum to the ILS Agreement would be necessary for a change to be implemented so that matter will be discussed by the LDAC since the contract goes through 2024 and it is not certain right now whether all 15 members would desire to open the contract. The contract says that preliminary costs are shared by May 15 so time is of the essence. While a change or not is made, there would not be significant swing in dollars, it could be helpful in keeping costs consistent in unpredictable times. This topic will be discussed again by the LDAC and brought back to the MCFLS Board at their next meeting for consideration.

## ADMINISTRATIVE INFORMATIONAL ITEMS

DPI letter confirming second state aid payment to MCFLS. President Ziehler referred to Attachment E of the agenda packet which is routine and expected.

Standing agenda item on MCFLS Board meetings. President Ziehler commented that if there is comfort later this summer perhaps hybrid meetings can be held. Treasurer Kovac questioned whether the technology would be available and Director Hesel responded that he is aware that the audio component is tricky and he will consult with DPI on that aspect. Jill Lininger noted that Oak Creek would be willing to host the meetings since they are ready with the technology to do so. Trustee Johnson confirmed that the next meeting will remain an all Zoom meeting and that is true. President Ziehler commented that if the cost is prohibitive to do hybrid meetings, then stay on Zoom.

Director's Report. Director Hesel reviewed his report, which is shown as Attachment F of the agenda packet and responded to Board questions and concerns.

## EXECUTIVE SESSION – SYSTEM DIRECTOR EVALUATION

Motion to Move into Executive Session. Trustee Johnson moved and Vice President Shea seconded a motion to move into Closed Session. Unanimously approved by an affirmative roll call vote.

In Executive Session. Pursuant to Wisconsin Statutes 19.85(1)(c) "Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility."

Motion to Move Out of Executive Session. Trustee Suelzer moved and Trustee Snyder seconded a motion to move out of Closed Session. Unanimously approved by an affirmative roll call vote.

President Ziehler reported that Director Hesel received very good evaluations and he was thanked for his hard work during the pandemic. Vice President Shea moved and Trustee Suelzer seconded a motion to add two additional personal days to Director Hesel's benefit package/time off calendar. The motion carried with one Trustee obtaining--Snyder. Director Hesel thanked the Board, LDAC and MCFLS staff for their support.

NEXT MEETING. Scheduled for May 17, 2021 beginning at 3:30 p.m. via Zoom online meeting software.

AJOURNMENT. With no further business to be addressed, Vice President Shea moved and Trustee Suelzer seconded a motion to adjourn the meeting at 5:19 p.m. Unanimously approved.



**OAKCREEK**  
— WISCONSIN —

PUBLIC LIBRARY

April 19, 2021

To: MCFLS Board of Trustees  
From: Jill Lininger, Oak Creek Public Library  
Summary of LDAC Meeting for April 15, 2021  
Location: Zoom Teleconference

### Discussion

- The libraries shared an update to the COVID-19 services. Franklin is almost back to full hours, except for reduced Saturday hours. Oak Creek will begin expanding more services, such as adding back more seating beginning May 4. Whitefish Bay is slowing adding back more seating.
- DPI released an addendum to their re-opening document, which encourages libraries to focus on data and local community variables to make decision about re-opening. Most of the document discusses items that member libraries are already doing, but it does give good resources about effectively communicating library re-opening plans.
- Libraries across the state are waiting for more information from the federal government about ECF and ARPA funding for libraries. Once the federal government releases the instructions, DPI will begin working with systems and local libraries to take advantage of these funding sources.
- On April 5, the CDC released new data that the chance of surface transmission of the virus is low (1 in 10,000). Libraries are one of the last retail-like organizations that are quarantining materials/items. Based on this new data, all directors in attendance at LDAC were in favor of removing the system-wide recommendation for a 24-hour quarantine recommendation and eliminating the practice of sealing and dating delivery bins. Libraries can still make their own local decision related to quarantining items.
- Due to the uncertainty of 2020, Steve Hesser recommended several different options to calculate the member ILS, OCLC & Cataloging Costs for 2022. These costs are based on member circulation and items added in the preceding year, however, the numbers for 2020 are skewed. In addition to libraries being closed, publishers did not publish as much material, and libraries, such as MPL, pivoted funding from physical resources to digital collections, including Overdrive Advantage. Before a final decision is made, Steve will put together 3 year rolling averages for 2018-2020 for ILS, OCLC and Cataloging costs and include information on the 2022 reciprocal borrowing payout since that was requested.
- Steve Hesser presented a draft of the MCFLS marketing position job description. The Directors agreed that they would prefer a MCFLS staff member rather than a contract employee and feel that hiring an addition staff member aligns with the MCFLS strategic plan.
- Monthly update meetings that we have been having the 3<sup>rd</sup> Thursday of every month will cease in June. Hopefully, by August meetings will have both an in-person and virtual option. Members are also working with MCFLS staff to determine if there is a better start time for monthly LDAC meetings.

### **Technology**

- Steve shared graphics highlighting how member libraries commitment to Overdrive Advantage Funding is making a difference in the overall circulation for our patrons.
- The circ services committee recommended, and the directors approved, purging online patron registration records that have not had any activity in 3 or more months.

### **Informational**

- DPI is holding bi monthly meetings with system directors to move inclusive services forward in the state. Project Ready – nationwide program that provides ideas for how to enhance equity and inclusion in the libraries. <https://dpi.wi.gov/wilibrariesforeveryone/are-you-ready-project-ready>
- One of the system's 2021 goals is better coordination of inclusive services at the system level. MPL will help the system provide coordination about inclusive services as part of their role as the system resource library.

### **Additional Agenda Items**

- Shorewood is retiring their microfilm machine and asked if any other member libraries still have machines. Central library, Wauwatosa, Greenfield and Cudahy all still have microfilm and microfiche machines.
- The Assistant Director of Distinctive Collections at UWM reached out to Shorewood looking for public library directors that would be interested in partnering with her to present a seminar for UWM students on hiring and interviewing in public libraries.
- Steve shared with us that Kate Strattner will be leaving her role at MCFLS effective April 27.
- Bridges Library System is doing a bulk purchase of Zoom Enterprise licenses. MCFLS member libraries may join the bulk purchasing pool if they desire.
- There will be a WAPL session on running effective virtual meetings.

### **Member Library Updates**

- North Shore's new director starts on April 26. New gates and self-checkouts are being installed.
- Whitefish Bay is hiring a part-time youth services staff member.
- Hales Corners hired a new circulation supervisor who starts in April.
- Franklin has purchased community zoo passes. So far, the program is very popular. They are also having a fundraiser through Stone Creek Coffee to raise money to purchase the passes.
- St. Francis will be updating their hours in the near future.
- Cudahy is renaming their winter garden room to reflect a major donation to the library.

M.C.F.L.S.  
Financial Report  
For the Four Months Ending April 30, 2021

1		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
2						
3	<b><u>General Revenues</u></b>					
4	State Aid Revenue	\$ 2,855,319	\$ 2,141,489	(75.00)	\$ 713,830	(25.00)
5	Milwaukee County Allocation	\$ 66,650	\$ 66,500	(99.77)	\$ 150	(0.23)
6	West Milwaukee Contract -Other	\$ 60,152	\$ 60,152	(100.00)	\$ -	0.00
7	Interest on Invested Funds	\$ 10,000	\$ -	0.00	\$ 10,000	(100.00)
8	Member Forms/Supplies Rev (62)	\$ 20,600	\$ 6,472	(31.42)	\$ 14,128	(68.58)
9	Member Postage Revenue (61)	\$ 23,800	\$ 3,523	(14.80)	\$ 20,277	(85.20)
10	Member OCLC Revenue	\$ 125,035	\$ 125,036	(100.00)	\$ (1)	0.00
11	Member Telecomm. Revenue (71)	\$ 16,800	\$ 16,800	(100.00)	\$ -	0.00
12	Member III Softwre Maint-Basi	\$ 181,188	\$ 181,188	(100.00)	\$ -	0.00
13	Member III Softwre Maint-Other	\$ 47,561	\$ 48,910	(102.84)	\$ (1,349)	2.84
14	Member Tech. Assist.-Time Rev.	\$ 15,000	\$ 3,336	(22.24)	\$ 11,664	(77.76)
15	Member Special Projects Revenu	\$ 75,000	\$ 38,355	(51.14)	\$ 36,645	(48.86)
16	Member Cataloging Contract Rev	\$ 187,546	\$ 187,547	(100.00)	\$ (1)	0.00
17	Member Database Revenue (56)	\$ 81,035	\$ 81,040	(100.01)	\$ (5)	0.01
18	Member Catalog Enhancement Rev	\$ 29,648	\$ 29,648	(100.00)	\$ -	0.00
19	Member Ecommerce Transaction	\$ 8,600	\$ 2,187	(25.43)	\$ 6,413	(74.57)
20	TNS Calls/Notices Revenue (45)	\$ 1,224	\$ 405	(33.09)	\$ 819	(66.91)
21	Carryover Revenue	\$ 12,000	\$ -	0.00	\$ 12,000	(100.00)
22	Staff Benefits/Co-Pay Revenue	\$ 38,289	\$ 10,239	(26.74)	\$ 28,050	(73.26)
23	LSTA Technology Grant Revenue	\$ 10,000	\$ -	0.00	\$ 10,000	(100.00)
24	Member Digital Content Rev (90)	\$ 267,583	\$ 247,713	(92.57)	\$ 19,870	(7.43)
25	Member PC Mngmt License Rev	\$ 2,545	\$ 1,001	(39.33)	\$ 1,544	(60.67)
26	Member MKE Mixers Rev (95)	\$ 1,400	\$ 1,350	(96.43)	\$ 50	(3.57)
27	Member Replacement Fines Rev	\$ 12,000	\$ 2,905	(24.21)	\$ 9,095	(75.79)
28	Member Overdrive Advantage Rev	\$ 15,000	\$ 155,001	(1,033.34)	\$ (140,001)	933.34
29	<b><u>Total General Revenues</u></b>	\$ 4,163,975	\$ 3,410,797	(81.91)	\$ 753,178	(18.09)
30						
31	<b><u>Special Revenues</u></b>					
32	W. Milw Borrowing Rev (101)	\$ 31,467	\$ 31,467	(100.00)	\$ -	0.00
33	Ecommerce Revenue (103)	\$ 175,000	\$ 74,524	(42.59)	\$ 100,476	(57.41)
34	<b><u>Total Special Revenues</u></b>	\$ 206,467	\$ 105,991	(51.34)	\$ 100,476	(48.66)
35						
36	<b><u>Total Revenues</u></b>	\$ 4,370,442	\$ 3,516,788	(80.47)	\$ 853,654	(19.53)
37						
38		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
39						
40	<b><u>General Expenditures</u></b>					
41	Fringe Benefits Expense	\$ 195,231	\$ 57,352	29.38	\$ 137,879	70.62
42	Salaries Expense	\$ 389,272	\$ 111,613	28.67	\$ 277,659	71.33
43	Telephone Renewal Expense	\$ 608	\$ 173	28.45	\$ 435	71.55
44	Member Ecommerce Transaction E	\$ 8,600	\$ 1,586	18.44	\$ 7,014	81.56
45	TNS Calls/Notices Expense (20)	\$ 1,224	\$ 347	28.35	\$ 877	71.65
46	Mileage/Auto Maint Expense	\$ 700	\$ -	0.00	\$ 700	100.00
47	Conference/Training Expense	\$ 5,000	\$ 339	6.78	\$ 4,661	93.22
48	Memberships Expense	\$ 5,000	\$ 3,560	71.20	\$ 1,440	28.80
49	Continuing Education Expense	\$ 9,000	\$ 6,383	70.92	\$ 2,617	29.08
50	Office Supplies Expense	\$ 1,500	\$ 429	28.60	\$ 1,071	71.40
51	Copy Machine Maint. Expense	\$ 2,500	\$ -	0.00	\$ 2,500	100.00
52	MCFLS Printing Expense	\$ 500	\$ 262	52.40	\$ 238	47.60
53	MCFLS Printing for Mem Expense	\$ 5,000	\$ -	0.00	\$ 5,000	100.00
54	MCFLS WI Pub Lib Consortium Ex	\$ 5,855	\$ 5,855	100.00	\$ -	0.00
55	MCFLS Buying Pool	\$ 140,000	\$ 140,190	100.14	\$ (190)	(0.14)



M.C.F.L.S.  
Financial Report  
For the Four Months Ending April 30, 2021

56	MCFLS Database Expense	\$ 21,953	\$ 21,883	99.68	\$ 70	0.32
57	Member Database Expense (17)	\$ 81,035	\$ 81,010	99.97	\$ 25	0.03
58	MCFLS Catalog Enhancement Expe	\$ 81,119	\$ 47,877	59.02	\$ 33,242	40.98
59	Member Catalog Enhancement Exp	\$ 29,648	\$ 9,648	32.54	\$ 20,000	67.46
60	MCFLS Postage Expense	\$ 600	\$ 1	0.17	\$ 599	99.83
61	Member Postage Expense (9)	\$ 20,600	\$ 4,050	19.66	\$ 16,550	80.34
62	Member Forms/Supplies Exp (8)	\$ 23,800	\$ 9,371	39.37	\$ 14,429	60.63
63	Telephone Expense	\$ 5,000	\$ 820	16.40	\$ 4,180	83.60
64	Meetings Expense	\$ 500	\$ -	0.00	\$ 500	100.00
65	Insurance Expense	\$ 11,700	\$ 4,885	41.75	\$ 6,815	58.25
66	Legal Expense	\$ 500	\$ -	0.00	\$ 500	100.00
67	Audit Expense	\$ 13,000	\$ -	0.00	\$ 13,000	100.00
68	Payroll Service Expense	\$ 5,400	\$ 1,338	24.78	\$ 4,062	75.22
69	III Software Support Expense	\$ 228,749	\$ 113,418	49.58	\$ 115,331	50.42
70	III TNS Subscr Exp	\$ 12,224	\$ 6,112	50.00	\$ 6,112	50.00
71	Member Telecomm. Expense (11)	\$ 16,800	\$ -	0.00	\$ 16,800	100.00
72	MCFLS Telecomm. Maint. Expense	\$ 5,000	\$ 219	4.38	\$ 4,781	95.62
73	OCLC Expense	\$ 135,047	\$ 133,944	99.18	\$ 1,103	0.82
74	MCFLS Computer Room Equipment	\$ 5,000	\$ 603	12.06	\$ 4,397	87.94
75	MCFLS Software Expense	\$ 3,500	\$ 413	11.80	\$ 3,087	88.20
76	MCFLS Equipment Expense	\$ 16,000	\$ 1,340	8.38	\$ 14,660	91.63
77	Member Special Projects Expens	\$ 75,000	\$ 17,030	22.71	\$ 57,970	77.29
78	Sorting and Delivery Expense	\$ 291,700	\$ 69,171	23.71	\$ 222,529	76.29
79	South Central Delivery Expense	\$ 21,856	\$ 10,928	50.00	\$ 10,928	50.00
80	Auto Payment/Maintenance Exp.	\$ 1,000	\$ -	0.00	\$ 1,000	100.00
81	MPL Resource Contract Expense	\$ 178,457	\$ 44,614	25.00	\$ 133,843	75.00
82	MPL Rent Lease Contract Exp.	\$ 129,815	\$ 32,454	25.00	\$ 97,361	75.00
83	ILS Expense	\$ 36,450	\$ 9,113	25.00	\$ 27,337	75.00
84	MCFLS Catalog Cont Exp to MPL	\$ 256,979	\$ 64,245	25.00	\$ 192,734	75.00
85	Member Catalog Contract Exp.	\$ 187,546	\$ 46,887	25.00	\$ 140,659	75.00
86	MCFLS Collection Dev Tool Exp	\$ 25,935	\$ -	0.00	\$ 25,935	100.00
87	Internet Expense	\$ 21,635	\$ 4,003	18.50	\$ 17,632	81.50
88	Contingency Expense	\$ 33,411	\$ 20,950	62.70	\$ 12,461	37.30
89	LSTA Technology Grant Expense	\$ 10,000	\$ 4,728	47.28	\$ 5,272	52.72
90	Member Digital Content Exp (24	\$ 267,583	\$ 91,609	34.24	\$ 175,974	65.76
91	Marketing	\$ 10,000	\$ 46	0.46	\$ 9,954	99.54
92	Marketing Consultant/Contract	\$ 40,500	\$ -	0.00	\$ 40,500	100.00
93	Cooperative Purchasing Sub Exp	\$ 2,200	\$ -	0.00	\$ 2,200	100.00
94	Member PC Mngmt License Ex	\$ 1,875	\$ -	0.00	\$ 1,875	100.00
95	Member MKE Mixer Exp (26)	\$ 1,400	\$ -	0.00	\$ 1,400	100.00
96	Member Replacement Fines Exp	\$ 12,000	\$ 2,905	24.21	\$ 9,095	75.79
97	Member OverDrive Advantage Exp	\$ 15,000	\$ 105,754	705.03	\$ (90,754)	(605.03)
98	<b>Total General Expenditures</b>	\$ 3,107,507	\$ 1,289,458	41.49	\$ 1,818,049	58.51
99						
100	<b>Special Expenditures</b>					
101	W. Milw Borrowing Exp (32)	\$ 31,467	\$ 31,467	100.00	\$ -	0.00
102	RB - MCFLS Payment Expense	\$ 1,056,468	\$ 1,056,467	100.00	\$ 1	0.00
103	Ecommerce Expense (33)	\$ 175,000	\$ 74,524	42.59	\$ 100,476	57.41
104	<b>Total Special Expenditures</b>	\$ 1,262,935	\$ 1,162,458	92.04	\$ 100,477	7.96
105						
106	<b>Total Expenditures</b>	\$ 4,370,442	\$ 2,451,916	56.10	\$ 1,918,526	43.90
107						
108	<b>Revenue/Expenditures +/-</b>		\$ 1,064,872			



709 North Eighth Street  
Milwaukee, WI 53233

PH: 414-286-8149

FAX: 414-286-3209

June 16<sup>th</sup>, 2020

The Hon. David Crowley, County Executive  
Milwaukee County Courthouse  
901 N. 9th St.  
Milwaukee, WI 53233

Dear County Executive Crowley:

The Milwaukee County Federated Library System (MCFLS) includes herein a formal 2021 budget request in the amount of \$100,000. Requested funds would be incorporated into general revenues to satisfy state mandates and other priorities, including additional support for member libraries as they and their communities recover from the COVID-19 pandemic.

MCFLS continues to provide excellent library services to all Milwaukee County residents.

- Our new **CountyCat Mobile App** was released in December 2019 and within the first month gained **15,000 users**. The improved app meets the needs of patrons with mobile devices and integrates seamlessly with other popular services that provide access to ebooks and audiobooks as well as digital magazines.
- 2020 marks the first year of the MCFLS 2020-2024 Strategic Plan and the system is hard at work in fulfilling needs identified by the plan, including **improved user experiences**, additional **technology and training**, and better **marketing and advocacy support** for the system and member libraries.
- The system's catalog, CountyCat, continues to facilitate in- and between-library borrowing, with more than **5.9 million items** circulated in 2019. At a conservative estimate of \$20 per item, the **cost savings to taxpayers is in excess of \$118 million** per year.

MCFLS is collaborating and adapting with our member libraries to meet the challenges posed by the pandemic, but our ability to succeed in this new environment is hampered by threats to our funding. We are preparing for a likely budget recovery bill from the state legislature that could reduce state aid to systems by as much as 10%. A reduction of this size would mean a loss of \$285,532 for MCFLS and a devastating impact on public library services for county residents. We desperately need financial assistance from Milwaukee County.

MCFLS is an example of governmental funding at its smartest and most efficient. Library systems offer economies of scale that benefit all public libraries and we hope you will grant our budget request to continue the high level of service expected by County residents.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, reading 'Paul M. Ziehler'.

Paul M. Ziehler, President  
Milwaukee County Federated Library System Board of Trustees

**CULTURAL CONTRIBUTIONS (1900) BUDGET**UNIT NO. **1900**Department: **Cultural Contributions**FUND: **General — 0001****Strategic Program Area 3: Federated Library System**Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2021/2020 Variance
<b>Expenditures</b>	\$66,650	66,650	\$66,650	\$100,000	(\$407,825)
<b>Revenues</b>	\$0	0	\$0	\$0	\$0
<b>Tax Levy</b>	\$402,750	\$ 0	\$407,825	\$ 0	(\$407,825)

What We Do With It: Activity Data				
Activity	2018 Actual	2019 Actual	2020 Target	2021 Target
Library Materials Circulated	6,149,770	5,906,536	6,450,000	6,100,000
Active Cardholders *	527,534	311,531	550,000	315,000
Digital Materials Circulated	535,134	603,433	645,000	660,000
Items Delivered	1,110,393	910,153	1,200,000	950,000
MCFLS and CountyCat Website Page Views	12,053,251	12,573,854	13,000,000	13,150,000
CountyCat Mobile Searches	14,840,534	12,782,266	16,800,000	14,000,000

\* New method of counting cardholders as required by state counts active cardholders or new cardholders in the past three years

How Well We Do It: Performance Measures				
Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target
Active Cardholders as a Percent of Population.	55.4%	33%	59%	35%

**Strategic Overview:**

The Milwaukee County Federated Library System (MCFLS) is overseen by the Department of Public Instruction and serves 15 administratively autonomous and fiscally independent public libraries in Milwaukee County. These public libraries are **wholly funded by their municipality** and join the MCFLS organization voluntarily. In 2020, the County's discretionary contribution to MCFLS remained flat at \$66,650. We are asking the County for a modest increase in 2021 to \$100,000 to help offset reductions that will be coming for the system and our member libraries due to the impact of the global pandemic. Some libraries have already had to furlough or reassign staff and they will need this assistance now more than ever.

Public libraries are key to the social infrastructure that binds Milwaukee County together. Social infrastructure are foundational services and structures that support the quality of life in our county. This includes any infrastructure that goes beyond basic economic functions to make a community an appealing place to live. Public libraries play a critical role in establishing social infrastructure and provide the glue that keep the community together. During the 2020 pandemic the strength of this social infrastructure was visible all throughout our county. The system and member libraries coalesced and adapted to offer new services like curbside delivery and broke down barriers for those who could not access our electronic resources by allowing access to residents with significant fine amounts.

**CULTURAL CONTRIBUTIONS (1900) BUDGET**

**UNIT NO. 1900**

**Department: Cultural Contributions**

**FUND: General — 0001**

MCFLS is responsible for supporting all public libraries in the county and coordinating the smooth interaction among members behind the scenes in many facets of the library environment.

Here's how we supported libraries and county residents in 2020: MCFLS engaged its board of trustees and member libraries on a strategic planning process that culminated with the MCFLS 2020-2024 Strategic Plan. A host of new strategic directions emerged from discussions we've had with libraries over the past year, including a need for a better library experience for our residents, a cohesive marketing and advocacy strategy and support to allow members to connect to each other and encourage collaboration.

In December of 2019 we released a new CountyCat Mobile app for residents which has gotten strong use with over 15,000 downloads in the first month. The system and member libraries came together to form a marketing and advocacy committee and we soon hope to have a consultant in place to help guide a marketing plan in 2020 and beyond.

Our primary concern in 2020 and beyond is how the system can support member libraries and community residents readjust and recover from the pandemic. This will take many forms from funding and technical support to guidance on reopening. MCFLS will be called upon to meet these challenges and assist our member libraries; additional support from the County in 2020 would be a welcome boost and help us all find the path back to a new normal.

**CULTURAL CONTRIBUTIONS (1900) BUDGET**

UNIT NO. **1900**

Department: **Cultural Contributions**

FUND: **General — 0001**

**BUDGET SUMMARY**

	<b><u>2019 Actual</u></b>	<b><u>2020 Budget</u></b>	<b><u>2021 Budget</u></b>
<b><u>Expenditures</u></b>			
Technology, Reference, Interlibrary Loan	\$1,866,398	\$ 1,812,892	\$1,850,000
Continuing Ed and Consulting	\$92,509	122,166	\$125,000
Delivery	\$292,296	325,269	\$325,000
Payment to Members for Non-Res Access	\$1,087,524	1,137,936	\$1,145,000
Library Services to Youth	\$1,505	4,003	\$4,500
Library Services to Special Users	\$7,174	7,254	\$7,500
Public Information	\$37,339	65,394	\$65,000
Administration	\$369,900	341,792	\$345,000
Electronic Resources	\$442,119	499,893	\$510,000
MultiType Initiatives	\$7,957	8,081	\$8,500
Member Office Supplies	\$34,334	49,500	\$50,000
<b><i>Total Expenditures</i></b>	<b><u>4,239,055</u></b>	<b><u>4,374,180</u></b>	<b><u>4,435,500</u></b>
<b><u>Revenues</u></b>			
State Aid to Public Library Systems	2,855,318	2,855,319	2,855,319
Federal LSTA Funding	17,107	11,200	11,200
Passthrough Contract Income	1,081,184	1,163,110	1,200,000
Interest Earned from State Aid	19,297	5,000	2,000
Unexpended Funds-Previous Years	98,584	35,000	30,000
All Other Sources	210,643	237,901	236,981
<b><i>Milwaukee County Contribution</i></b>	<b><u>66,650</u></b>	<b><u>66,650</u></b>	<b><u>100,000</u></b>
<b><i>Total Revenue</i></b>	<b><u>\$ 4,348,783</u></b>	<b><u>\$ 4,374,180</u></b>	<b><u>\$ 4,435,500</u></b>
<b><i>Budget Surplus/(Deficit):</i></b>	<b><u>109,728</u></b>	<b><u>-</u></b>	<b><u>\$ -</u></b>
<b><i>County Contribution as % of Total Revenue:</i></b>	<b><u>1.5%</u></b>	<b><u>2%</u></b>	<b><u>2.3%</u></b>

# M I L W A U K E E C O U N T Y



## RACIAL EQUITY BUDGET TOOL



2021 BUDGET CYCLE

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## Racial Equity Budget Tool Workgroup

**Jennifer Harris** – Office of African American Affairs  
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**Pam Matthews** – Department of Administrative Services  
**Dan Laurila** – Department of Administrative Services  
**Joe Lamers** – Department of Administrative Services  
**Jessica Peterson** – Department of Health & Human Services  
**Cassandra Torres-Adams** – Department of Health & Human Services  
**Matt Fortman** – Department of Health & Human Services  
**Kelly McKone** – County Executive’s Office

*By achieving racial equity,  
Milwaukee is the healthiest county in Wisconsin.*

MILWAUKEE COUNTY VISION STATEMENT

## Overview

Racism has been and is a public health crisis in Milwaukee County. According to the County Health Rankings, Milwaukee County is, and has consistently been, one of the lowest-ranked counties for health in Wisconsin and, according to Federal Reserve Economic Data, Milwaukee County is one of our nation's most racially segregated areas.

According to 2019 statistics, a white person lives, on average, nearly 14 years longer than a black person and the infant mortality rate is nearly three (3) times higher for black infants compared to white infants. Race is a social construction with no biologic basis, yet racism may produce an assigned societal value based on the way a person looks that has resulted in race being a consistent predictor of a person's quality and length of life.

The Racial Equity Budget Tool (REBT) is a structured racial equity lens for departments to use to critically assess the impacts of budget decisions on communities of color. The tool is structured around the County's strategic planning [three-year objectives](#) to help departments and decision makers better understand the pain points and opportunities to advancing the three-year objectives. As a first effort, we

### Milwaukee County's Racial Equity Budget Tool (REBT) is designed to:

**Make intentional connections** between the strategic plan and the budget.

**Use racial equity as the key guiding principle** for important decisions regarding investments or disinvestments.

**Initiate conversations** on topics related to the three-year strategic objectives among department leaders and employees.

**Provide baseline data** on departmental efforts to inform enterprise-wide decisions.

expect there will be some departments that are further along than others – that is okay. The 2021 budget will provide a baseline of where we stand today and assist the County on how it can improve moving forward.



## Milwaukee County Strategic Objectives

In 2019, Milwaukee County launched its first strategic plan in 20 years. This plan explicitly recognizes, “racism as a public health crisis” and leads with the vision that: **By achieving racial equity, Milwaukee is the healthiest county in Wisconsin.**

As part of the strategic plan, County leaders committed to the three-year objectives listed below. The objectives and the use of a racial equity budget tool are being institutionalized across the county. The questions in this budget tool were guided by the three-year objectives and were informed by best practices from other jurisdictions and the Government Alliance on Race and Equity (GARE).

### 1. Diverse & Inclusive Workforce

- Milwaukee County leadership, management, and staff will reflect the demographics (including, but not exclusively racial) of Milwaukee County.
- Milwaukee County will have an inclusive workplace culture where differences are welcomed, where different perspectives are heard, and where individuals feel a sense of safety and belonging with no significant differences by race and gender.
- Employees will understand what skills and experience are expected to advance to the next level and will have opportunities to gain those skills and experiences.

### 2. People-focused Design

- Milwaukee County will determine what services we offer and how money is spent based on robust, diverse public participation.

- Milwaukee County will determine where services are offered based on robust, diverse public participation.
- Milwaukee County will determine how services are offered based on robust, diverse public participation.

### 3. Employee Perspective

- Milwaukee County leaders and management will regularly consult and problem solve with a racially diverse representation of frontline staff to inform equitable policy, process, and service user delivery decisions.

### 4. Improved Performance & Equitable Practice

- Milwaukee county monitors and evaluates the impact and equity of all services on users and uses data to continuously improve.
- Milwaukee County will be held accountable by external partners and community members for progress and results on the strategic plan.

### 5. Fiscal Health

- Milwaukee County will secure additional revenue and achieve cost savings each year between 2020 – 2023 to be able to cover existing operating costs.
- Milwaukee County will identify and implement mechanisms to make investments into strategic priorities to achieve objectives as identified by the strategic plan.

## Instructions

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### 1. Submit only one REBT per Department.

The REBT should reflect an analysis of the suite of budget decisions per department. Within answers to each question, **details may be provided at the division level**, as determined appropriate. Decision points should be analyzed as part of the comprehensive effort that your Department is undertaking in addressing racial equity in programs, plans, policies, and power structures. Since departments are often tasked with cutting their budgets to reflect a reduction from their previous fiscal year's budget, a REBT should also include an analysis of how proposed reductions may or may not burden black and brown individuals and communities.

### 2. Keep the focus on the analysis of departments' improvements, reductions, and overall budget.

The REBT will focus on a racial equity analysis of decisions for new policies, programs, and plans under consideration, and also the department's ongoing commitment to racial equity.

### 3. Use demographic data to help your department determine benefits and burdens of new decisions and overall budget.

State and federally collected demographic data resources are provided in [Appendix C](#). Departments are encouraged to

use any data they collect on their service users throughout the completion of the REBT. Data from other relevant and credible sources a department may have is also acceptable.

### 4. REBT technical assistance information and opportunities.

REBT training and technical assistance opportunities will be available at dates to be determined and communicated later. All persons who may be expected to assist the department director in completing the REBT will be encouraged to participate. The learning opportunities (post COVID-19 pandemic) will take place on Milwaukee County web-based platforms (Skype/Microsoft Teams platform) for individual and group drop-in sessions.

- If you understand the question, but have difficulty determining how to answer a question, please contact your Budget Analyst for assistance.
- The Office on African American Affairs should only be contacted on questions related to the racial equity components (glossary, concepts, etc..) that are unclear and cannot be addressed by your Budget Analyst. Send correspondence via email to [AfricanAmericanAffairs@milwaukeecountywi.gov](mailto:AfricanAmericanAffairs@milwaukeecountywi.gov).



## RACIAL EQUITY BUDGET TOOL

Date Submitted:

Department:

*Please note: each response field below has a 2,500 character limit.*

### STRATEGIC OBJECTIVE CATEGORY 1: DIVERSE & INCLUSIVE WORKFORCE

**What activities are you doing to attract and retain a diverse and inclusive workforce in your department? What are the associated costs of these activities?**

#### BACKGROUND

The Milwaukee County Federated Library System (MCFLS) is run by a seven member board of trustees whose membership is approved by the County Executive's office and County Board of Supervisors. The makeup and authority of the MCFLS Board is set in state statute, with one representative from the resource library board (Milwaukee), two from other public library boards in the system, one County Supervisor and three citizen representatives. The power to attract and retain a diverse and inclusive workforce within the system is in the hands of the MCFLS Board with assistance from the system director and by extension the County Executive's office and Board of Supervisors who approve MCFLS.

**How do you use professional development and advancement opportunities to advance equity in your department's workforce? What resources are used to support these opportunities for professional development and advancement?**

Our system staff is small but all of them have access to a variety of professional development opportunities that MCFLS offers to our member libraries. MCFLS, along with other systems in Southeast Wisconsin, contracts with the Bridges Library System to offer access to high quality continuing education opportunities in the form of in-person events or online sessions and webinars. The group is named SEWI Libraries Continuing Education and has a website with registration and links to sessions throughout the year: <https://sewilibraries.org/>. The sessions are organized by a Bridges staff member with many years of experience and in recent years many sessions have focused on equity and inclusivity in the workplace and libraries. A few examples include:

### STRATEGIC OBJECTIVE CATEGORY 2: PEOPLE-FOCUSED DESIGN

**How and when have service users, particularly users of color, and other key stakeholders been engaged to inform decisions about your requested budget (Who was involved, what was the forum, what were the results)?**

The Milwaukee County Federated Library System (MCFLS) operates as a member organization designed to facilitate collaboration and cooperation among all public libraries in Milwaukee County. The MCFLS Board and system have always considered our primary audience or service users to be our member libraries. System staff do communicate directly with the community in a general support role, assisting residents with questions related to use of the catalog and electronic resources like Libby, but the primary responsibility of MCFLS is to our member libraries who in turn support their residents.

Currently, the key stakeholders we work with when determining the budget include the MCFLS Board, member libraries,

**What are the multi-lingual needs of your department's service users? How do you use your budget to meet these language needs?**

The multi-lingual needs of our member libraries and residents are generally focused on removing barriers to information that should be available to all our communities regardless of race or language.

- Since MCFLS is responsible for the automated library system and there is a significant Spanish-speaking population in Milwaukee County, we've worked with our member libraries and vendors to provide a Spanish language interface to the library catalog.

In past years MCFLS used grant funding to provide the first significant Spanish language collection within the state.

### STRATEGIC OBJECTIVE CATEGORY 3: EMPLOYEE PERSPECTIVE

**Our employees can be a great resource for innovation and knowing what is working well and what needs work. Have you engaged a diverse group of frontline employees to inform decisions about your proposed budget changes? If yes, how was input solicited, who was involved, and what were the results?**

The MCFLS system staff comprises five people: four full time staff and one part-time employee. The small size of our staff means each member has an opportunity and responsibility to influence our budget and share their views regarding possible changes.

The system director regularly polls system staff to identify changes for inclusion in the system budget throughout the year. The director, for example, will challenge the network administrator to engage in generative thinking to anticipate long term technology needs for the system. As a result the network administrator identified network routers at each member library that needed to be replaced over the next five years. We have a new plan and budget in place to address that need. This

### STRATEGIC OBJECTIVE CATEGORY 4: IMPROVED PERFORMANCE & EQUITABLE PRACTICE

**Describe ways in which racial and economic data was used to prioritize resource distribution. (Data can include sources found in the resources section of this tool, department collected data, or any other relevant data from other sources.)**

Racial and economic data has not been used to prioritize resource distribution in our budget process. The primary stakeholders that MCFLS serves are the public libraries of Milwaukee County. The system has always viewed the libraries as our constituents and connection to the communities they serve. The system board and staff rely heavily on constant communication with directors and library boards to determine the best way to serve their communities. This is borne out during negotiations with the libraries with regard to system agreements every 4-5 years, all of which result in direct payment to libraries for services they provide the system and other members. The data used to determine the agreements are internal reports that focus primarily on circulation statistics to determine use and ultimately compensation.

**What are the positive or negative racial equity implications of your proposed budget changes? For reference departments may refer to the "Form 1 – Major Changes" tab of your Supplemental Forms 2021 spreadsheet. Any change with identified impacts should be described.**

#### POSITIVE RACIAL EQUITY IMPLICATIONS

Since MCFLS does not directly serve county residents it is difficult to answer this question, but the 2020-2024 Strategic Plan does include objectives that may be viewed as having positive racial equity implications.

- Marketing. The system has done some limited marketing of system resources and services on behalf of member libraries recently, but nothing on the scale planned for 2021 and following. Those in disadvantaged communities and people of color can expect to gain more information on what is available to them through the library system and all the

**What are the expected benefits and potential unintended consequences to disadvantaged communities of your proposed budget changes?**

**a. What analysis did you do to determine the expected benefits and potential unintended consequences?**

We did not have the chance to perform an analysis this year, but would welcome the opportunity to do so in the future, particularly if the county would help with training on how to analyze our budget with an eye to better serving disadvantaged communities.

**b. What will your department do to mitigate unintended consequences resulting from your proposed budget changes?**

MCFLS will work closely with the system board and libraries to determine relevant needs as they come up. For example, the system and member libraries deciding to open up more access to our communities by expanding max checkouts on our hoopla streaming service as a result of the pandemic. The additional expense that resulted will be split evenly between the system and member libraries.

The system also has an established practice in place to make changes through a mid-year budget revision process. This process generally takes place in July or August after the system audit has taken place and is approved by the MCFLS Board.



## Appendices

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Appendix A:  
**Glossary**

Appendix B:  
**Frequently Asked Questions**

Appendix C:  
**Resources by Strategic Objective Category**

Appendix D:  
**Public Participation Model**

## APPENDIX A GLOSSARY

**Communities of color:** In the context of the Milwaukee County Racial Equity Budget Tool, the term communities of color is interchangeable with black and brown communities and inclusive of all non-white populations of color.

**Disadvantaged communities:** A collective term for referencing communities that have historically experienced inequities where they learn, live, and work that were/are not optimal due to disenfranchisement, disinvestment, marginalization, racism and other systems of oppression.

**Diverse (AMOP):** Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term “diversity” is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

**Diverse group:** As it relates to question 5, an intentional effort to include individuals from different racial, ethnic, gender, and social backgrounds proportionate to the diversity of the department.

**Economic data:** Numerical data collected based on service delivery criteria determined by departments.

**Equity:** The assurance that the culture, values, and opinions of individuals and groups are represented in the decision-making processes.

**Frontline employees:** A grouping of Milwaukee County employees that serves as the initial point of contact for service users or a range of employees from all levels of the workforce with emphasis on the inclusion of direct service rendering staff.

**Inclusive workforce:** A workplace environment that recognizes the contributions of all employees, while valuing

their social status, race, gender, or other demographic classifications.

**Key stakeholders:** Both internal and external individuals, agencies, or organizations whom participate in the planning, development, implementation and decision-making process of an activity, process, or service delivery. (AMOP- Key stakeholders are service users, the workforce, partners, governing boards, donors, suppliers, taxpayers, regulatory bodies, policy makers, funders, and local and professional communities)

**Multi-lingual needs:** The ability of Milwaukee County departments to address linguistic needs for all service users through staffing, documentation, and other communication platforms.

**People-focused:** An actual or potential internal or external user of Milwaukee County’s programs or services. Milwaukee County examples include our own employees, cities and villages, program clients, out-of-county visitors, building occupants, non-voters, and any person that touches our services (e.g., a taxpayer, a rider of the bus, a caller to the Aging Resource Center, a BHD patient, a Zoo patron, or an inmate).

**Professional advancement:** Opportunities for staff to build their capacity and ascend or pursue lateral movement to further advance their career trajectory.

**Racial data:** Demographic data collected by Milwaukee County Departments that identifies the race/ethnicity of service recipients.

**Racial equity (AMOP):** When race no longer determines one’s socioeconomic outcomes; when everyone has what they need to thrive, no matter where they live.

**Service user:** Current or potential user of Milwaukee County services.

**Unintended consequences:** Outcomes of a purposeful action that are not intended or foreseen.

## APPENDIX B

# FREQUENTLY ASKED QUESTIONS

## PURPOSE

### 1) What is the purpose of using this tool?

The Racial Equity Budget Tool (REBT) has many intended purposes:

- It is about making an intentional connection between the strategic plan and our budget. We cannot sufficiently change our institution if we do not think critically about how and what we are spending money on.
- Whether we are making investments or disinvestments, we must do so with racial equity as the key guiding principle to those important decisions.
- It is meant to spur conversation on topics related to the three-year strategic objectives among department leaders and employees so we are all challenging ourselves to think critically about our efforts to advance the vision.
- The county hasn't solidified its approach to achieving the three-year objectives and leaders are lacking key information about the current state of each department. This tool is an opportunity to baseline departmental efforts to make informed enterprise-wide decisions.

These are only some of the many answers to why we are using a tool to assess budget decisions.

### 2) What other jurisdictions have used a racial equity budget tool? How successful were their efforts? Where did the budget tool questions come from?

Milwaukee County's REBT builds on the success of other jurisdictions in implementing a budget tool. Jurisdictions the County looked to for guidance including the City of Seattle, the City of Portland (Ore.), King County (Wash.), and the City of San Antonio. Resources from the Government Alliance on Race and Equity (GARE) were also used. The questions are largely framed around the County's strategic plan three-year objectives.

### 3) How does this tool work when departments are making disinvestments year over year? What is the point of doing this when departments don't have a lot of latitude about what disinvestments to make?

Whether the County is making disinvestments or

investments, those decisions must be made with racial equity at the forefront of decision-makers' minds. Additionally, the county has a strategic plan which places emphasis on transforming our organization by focusing on root-cause solutions related to the "Power to Make Change" and "Institutional Practices" (see the [Health and Equity Framework](#)). Departments should think critically about their current assumptions and spending versus shifting investments to address root-causes of inequities.

## COMPLETEING THE TOOL

### 4) Are there right answers to the questions?

Responses to this tool will inform our future action to see where the County can improve on the path to racial equity. There is no right answer to the questions and each department is starting in a different place, serves different people with different needs, and is facing a different set of barriers and opportunities. While there are no right answers, the information given in the tool will be used for decision making and will be available to the public, so answers should be robust, defensible, and easy to understand. Your department's answer may look very different than another department's answer and that is okay as long as the answers address the question.

### 5) What if there are inequities to other groups other than racial groups? Should we be talking about those inequities in our analysis?

Yes! Milwaukee County is race forward, but not race exclusive. If there are other inequities identified in your analysis, please include them.

### 6) Does every department complete one tool, or is it one tool for each division?

Please submit one tool per department. Responses can be broken down at the division level within your department's tool, as appropriate. All questions should be completed.

### 7) Who is responsible for filling out the budget tool?

The department head is ultimately responsible for the content in the REBT. It is up to department leadership to determine who in their department is most appropriate to be involved in completing questions in the tool, which is going



## APPENDIX B

# FREQUENTLY ASKED QUESTIONS

(CONTINUED)

to differ from department to department. Likely people to include are department leaders, fiscal staff, administrative staff, and Racial Equity Ambassadors.

**8) Is this tool supposed to imply that we should be taking actions on each of these items? Are the questions meant to be directives to departments?**

The tool is meant to spur conversations among department leaders and staff about topics related to the county's strategic direction and what they are and are not able to do in a given budget year. To that end, the tool is not directive to departments. We fully expect that some departments' answers to some of the questions will be that they are not doing anything this year with an explanation about why that is the case. This is the first year of executing against a strategic plan for the county, and our first year using a robust budget tool, so we want to understand where progress is happening and not happening to inform larger discussions about approach.

**9) How do I use this when my work is statutorily required?**

What services Milwaukee County provides is often statutorily required. However, how we do our work usually is not a directive. This tool is meant to challenge us all to think about how to do the enormous part of our work that is within our discretion and control.

**10) Is there a standard approach all departments are expected to take to answer the questions?**

No. Answer the questions based on the approach your department currently takes on these items.

**11) Should enterprise-wide guidance or support be given to departments to tackle some of these questions and three-year objectives?**

The budget tool is a living document and as the County's approach to achieving its three-year objectives evolves, then so will the questions in the tool. Presently there are not necessarily enterprise-wide solutions to all of the three-year objectives, especially not at the capacity needed to serve a 4,000+ person workforce. This first year of the budget tool is in-part about collecting current-state information about departments' strengths, opportunities, and present

approaches to the three-year objectives to inform larger discussions about the county's approach.

**12) What type of analysis is expected for each of the questions?**

It depends on what your department is currently doing in each area. Please use the diverse expertise and experiences of staff in your department to determine the most appropriate way for your department to answer the questions.

**13) What part of the budget is this tool being applied to?**

The REBT will focus on an equity analysis of decisions for new policies, programs, and plans under consideration, and the Department's ongoing commitment to equity. Your Department is asked to identify what considerations are considered in the overall budget to maximize equitable outcomes.

## USING THE DATA

**14) Who will receive the data departments provide in the REBT? Who will be expected to answer questions about the information provided?**

Responses to the REBT will be publicly available and will be presented to the County Board. If any decision-makers (i.e., County Executive, Cabinet, County Board Supervisors) have questions about the information provided in the REBT, the department should be prepared to answer them. We are all partners in the County's strategic planning effort to achieve racial equity, and the budget tool is in-part meant to inform and focus conversations around strategic priorities, understanding that not all questions have known answers or solutions.

**15) What if someone questions the analysis, conclusions, or recommendations made in the budget tool?**

Like all research and analysis, there will be questions and critiques and we should embrace those important conversations. The work presented in the budget tool should be defensible, but most of these questions don't have a clear right and wrong answer. If someone finds something wrong in the analysis, then we need to fix it. However, if it is a question about the interpretation and meaning of the



## APPENDIX B

# FREQUENTLY ASKED QUESTIONS

(CONTINUED)

analysis, then let's make space for different perspectives to find the best path forward we can with the information we have available.

## LOGISTICS

### 16) When will the budget tool be due?

The REBT is due on July 15 — the same due date as the requested budget.

### 17) Where do I go if I have questions?

If you understand the question, but have difficulty determining how to answer a question, please first try to problem solve within your department by looping in

additional experts (e.g., Racial Equity Ambassadors, people leaders, front-line staff).

If you need assistance understanding what the question is asking, contact your Budget Analyst for assistance.

In addition, trainings and “drop-in” sessions are being planned to assist departments with completion of the REBT. These sessions are expected to occur in May and June.

The Office of African American Affairs should only be contacted on questions related to racial equity components (glossary, concepts, etc.) that are unclear and cannot be addressed by your budget analyst. Send correspondence via email to [AfricanAmericanAffairs@milwaukeecountywi.gov](mailto:AfricanAmericanAffairs@milwaukeecountywi.gov).

## APPENDIX C

# RESOURCES BY STRATEGIC OBJECTIVE CATEGORY

### STRATEGIC OBJECTIVE 1: **Diverse & Inclusive Workforce**

- [2020 Milwaukee County Workforce Audit](#)

### STRATEGIC OBJECTIVE 2: **People-Focused Design**

- [Public Participation Model](#)

### STRATEGIC OBJECTIVE 3: **Employee Perspective**

- No resources available currently

### STRATEGIC OBJECTIVE 4: **Improved Performance & Equitable Practice**

- [American Community Survey](#) (from US Census Bureau – descriptions below from US Census Bureau)
  - [Data Profiles](#) have the most frequently requested social, economic, housing, and demographic data. Each of these four subject areas is a separate data profile. The data profiles summarize the data for a single geographic area, both numbers and percent, to cover the most basic data on all topics. (Can compare state/County/Municipal data. With some effort, can get zip code level data.)
  - [Narrative Profiles](#) are short, analytic reports derived from the ACS 5-year estimates. Each Narrative Profile covers 15 different topic areas and provides text and bar charts to display highlights of selected social, economic, housing and demographic estimates for a selected geographic area. (Easy to get zip code level data)
- [Personal Income Data](#) (Bureau of Economic Analysis) Per Capita Personal Income by State/County, 2016 – 2018 for the entire nation.
- Per Capita Income by County )
- [Public School Enrollment](#) (WI Dept. of Public Instruction)
- [Private School Enrollment](#) (WI Dept. of Public Instruction)
- [State of Wisconsin WBE/MBE/DVE](#) This provides a list of all Woman/Minority/Disabled Vets Business Enterprise information. You can search by business name. by product/service, and by location.
- [Milwaukee County Diversity and Compliance Website \(B2GNow\)](#) Links to certified lists for the State of Wisconsin ACDBE/DBE/SBE Directory and the Milwaukee County approved DBE/SBE vendors (Training available on using system)




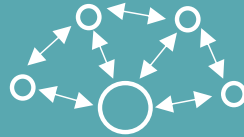
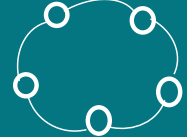
### Additional County Resources

- [Strategic Plan \(Objectives\)](#)
- [Health and Equity Framework](#)

APPENDIX D

# PUBLIC PARTICIPATION MODEL

INCREASING THE IMPACT ON THE DECISION

	<b>INFORM</b> 	<b>CONSULT</b> 	<b>INVOLVE</b> 	<b>COLLABORATE</b> 	<b>EMPOWER/LEAD</b> 
PUBLIC PARTICIPATION GOAL	To provide the public with valanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
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MILWAUKEE COUNTY  
HEALTH &  
RACIAL EQUITY

# ONE COUNTY ONE VISION

By achieving racial equity, Milwaukee  
is the **healthiest county in Wisconsin.**

[county.milwaukee.gov/vision](https://county.milwaukee.gov/vision)



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May 17th, 2021

April/May 2021 Director's Report

### Summary of activities

1. Went over our training outline and went out on visits to member libraries with Eric Henry. The purpose of these visits was primarily to make introductions and allow Eric to get a better understanding of their technology needs, but we often stayed to take care of some issues as they arose. The visits took place between April 21<sup>st</sup> and May 5<sup>th</sup> and we've visited nine libraries so far.
2. Most of our weekly Tuesday meetings with DPI have been taken up with discussions regarding the additional American Recovery Plan Act (ARPA) funding. Three of our system staff (myself, Eric and Jen) participated in a two hour meeting to discuss what library systems feel should be the goals of using this funding. We all agreed that libraries need to be part of something impactful with a focus on statewide participation from the smallest to the largest libraries.
3. I continue to serve on the ILS Review team made up of system and member library staff that are charged with investigating how our software Sierra is serving our members and what the current environment looks like. We've met twice in both April and May to develop our list of functionality and met with Amanda Lee from the OWLS system that recently underwent a transition from Sierra to another ILS system (CARL-X).
4. Shared documentation I developed with Joan Johnson at MPL regarding liaison roles for youth services and inclusive services so that she understands the time commitment and what is expected from her staff to fill these roles. Both documents were shared with Tessa Michaelson Schmidt at DPI and both chairs of the youth services committee as well as MCFLS staff.
5. Attended the WPLC annual meeting and discussed how sharing of the funding for statewide magazine content will be accomplished going forward. The cost as a whole will go up, but since all systems are benefitting our costs may go down significantly assuming all systems participate.
6. Attended the May 14<sup>th</sup> Council on Libraries and Network Development (COLAND) meeting to speak on behalf of the WPLC Advocacy committee and explore partnerships with COLAND. One of COLAND's stated goals is to work to improve broadband and the WPLC sees an opportunity here to coordinate goals for expanded use of the Wisconsin Digital Library (ebooks/audiobooks) with improved broadband statewide.

### Upcoming Activities

1. Assist in hiring of new MCFLS administrative assistant.
2. Add support for upgrade to Sierra 5.3 on May 19<sup>th</sup>.
3. Develop county budget request draft to share with MCFLS Board in June for approval.
4. Finalize West Milwaukee amendment for expanded access to electronic resources.