

NOTICE

Milwaukee County
Federated Library System
Board of Trustees

Monday, June 21st, 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, May 17th, 2021
Action [Attachment A](#)
4. Public comment
5. Library Directors Advisory Council--Report of the June 3rd, 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—May 2021

Action

[Attachment C](#)

7. 2022 County Budget Request and Racial Equity Budget Tool

Action

[Attachment D](#)

Administrative Informational Items

8. PLSR Recommendation Four: System Funding Formula Analysis Bid

[Attachment E](#)

9. Proposed increase in 2022-2023 state aid to systems.

[Attachment F](#)

10. Survey regarding 2022 budget process

11. Update on MCFLS Public Information Coordinator recruitment

12. Standing agenda item on MCFLS Board meetings.

13. Director's Report

[Attachment G](#)

Next meeting date: July 19th, 2021 at 3:30 pm via Zoom online meeting software.

Milwaukee County Federated Library System
Board of Trustees

Regular Monthly Meeting held Monday, May 17, 2021
Zoom Meeting

ROLL CALL

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

Excused: Howard Snyder, Trustee

Absent: Elizabeth Suelzer, Trustee

Staff: Steve Hesel, Director
Judy Kaniasty, Business Manager
Jen Schmidt, Library Systems Administrator

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 3:36 p.m.

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

APPROVAL OF MIUTES. President Ziehler referred to the minutes of the Monday, April 19, 2021 meeting which are shown as Attachment A of the agenda packet. Being no corrections noted, Trustee Clark moved and Treasurer Kovac seconded a motion to approve the minutes as presented. Unanimously approved.

PUBLIC COMMENT. None.

LIBRARY DIRECTORS ADVISORY COUNCIL. LDAC Chair Jill Lininger summarized her April 15, 2021 meeting report which is shown as Attachment B of the agenda packet and responded to Board questions. Vice President Shea moved and Trustee Clark seconded a motion to accept the report and place it on file. Unanimously approved.

BOARD OF TRUSTEES – ADMINISTRATIVE REPORTS REQUIRING ACTION

Financial Report – April 2021. President Ziehler referred to the April 2021 financial report which is shown as Attachment C of the agenda packet. Business Manager Kaniasty noted that the final 25% of State Aid was received in May so that will be reflected on the next financial report and that the DigiCorp expenditures for labor on computer work during the Network Administrator/PC Support Specialist vacancy discussed in the past is reflected in the Contingency line. Trustee Johnson moved and Treasurer Kovac seconded a motion to approve the April 2021 financial report as presented. Unanimously approved.

ADMINISTRATIVE INFORMATIONAL ITEMS

Consensus at LDAC update meeting was to continue to use the current calculations and not amend the ILS, Resource Sharing and Technology agreement. Director Hesper reported that the LDAC discussed the metrics used for the calculations for next year's ILS, OCLC and Cataloging charges which are based on member circulation and items added in the preceding year and it was ultimately decided to keep the factors that are in place instead of attempting to open any agreements for various reasons. Director Hesper noted that he will be putting together 2022 projections soon for distribution.

2022 County Budget Request and Racial Equity Budget Tool. Director Hesper referred to last year's County budget request which is shown as a guide for compiling the 2022 request which is due by July 15, 2021; Director Hesper will send a better copy of the 2021 request to the Board after the meeting. The racial equity budget tool was introduced last year and it will be utilized again this year; it is a helpful way to open our minds on how our decisions impact equity county-wide. Director Hesper noted that MCFLS did receive \$50,000 this year for access to digital content for Milwaukee County residents and Director Hesper intends to report to the County Board at the October budget hearing how those funds positively impacted high demand holds and diverse/inclusive/equity titles. Director Hesper noted he will develop a 2022 request and bring it back to the Board for action at next month's meeting and questioned direction on how much to request—the Board decided to request \$100,000.

Standing agenda item on MCFLS Board meetings. Director Hesper reported that he continues to consider audio options for hybrid meetings so online users can hear in-person attendees. He believes he can be ready by the time the MCFLS Board decides to hold hybrid meetings. Discussion ensued regarding meeting Open Meeting requirements and Director Hesper shared that pre-pandemic, the public was expected to attend meetings but now providing available means to attend is allowable per DPI and he will share a communication stating that with the Board after the meeting.

Director's Report. Director Hesper reviewed his report which is shown Attachment E of the agenda packet and responded to Board questions.

NEXT MEETING. Scheduled for Monday, June 21, 2021 beginning at 3:30 p.m. via Zoom online meeting software.

ADJOURNMENT. With no further business to be addressed, Vice President Shea moved and Trustee Clark seconded a motion to adjourn the meeting at 4:18 p.m. Unanimously approved.



OAKCREEK
— WISCONSIN —

PUBLIC LIBRARY

June 3, 2021

To: MCFLS Board of Trustees
From: Jill Lininger, Oak Creek Public Library
Summary of LDAC Meeting for June 3, 2021
Location: Zoom Teleconference

Discussion

- Proposed 2022 Overdrive costs for members – Steve shared the proposed member costs for Overdrive magazines, as well as, MCFLS' share of the WPLC buying pool. Although buying pool costs will go up, the magazine costs will decrease in 2022. This should mean a net decrease in costs for member libraries. In the near future, LDAC will need to determine the funding structure for MARC record costs for unique Advantage titles.
- DPI Updates – On May 26, DPI hosted a webinar about the Emergency Connectivity Fund (ECF). Several directors attended the presentation and found the information valuable, however, as a group, we agreed that we need more information before making an informed decision about our participation in the program. The director's discussed some of the potential downsides of the program including: patron requirements to document need as part of the checkout process, staff time and library resources to maintain the equipment, and CIPA compliance. There was discussion of the system overseeing the application process, but few ideas of how to implement a system wide program. We will continue to discuss the ECF, but may wait for 2nd application period so that we can see how other libraries and library systems are using the funds.
- LDAC Meetings – LDAC will move to a hybrid format beginning with the August 5, 2021 meeting. The start time will also be moved back from 9am to 10am. The new meeting format and time will be evaluated for 2022.

Technology

- MPL Chromebook project – Beginning in July, MPL branches will have Chromebooks available for anyone with a valid MCFLS library card to checkout for 3 weeks. The Chromebooks are not holdable and cannot go in delivery, so patrons will have to visit an MPL location to access this resource. Each Chromebook will come with a carry bag and equipment. Patrons will need to fill out an agreement form the first time they check out the equipment. All equipment must be returned to its owning location.
- The MCFLS Collection HQ subscription is up for renewal in August. About ½ of the directors' present stated this continued to be a valuable resource for their staff, with the other ½ saying that it has run its useful course. Directors moved to renew the subscription for an additional year and revisit the issue in Feb 2022. In the meantime, Steve and Jen will reach out to Collection HQ staff for further trainings.
- Jen has been working on creating a system wide online patron renewal form that can be promoted system wide as part of the renewal notification process. Although there will be a general renewal landing page, each library

will be able to personalize the renewal process to meet their needs. The directors enthusiastically approved the plan and thanked Jen for all her work on the project.

Informational

- Steve reported that the Joint Finance Committee approved a statewide system aid increase of \$2.5 million in 2022 and \$1.5 million in 2023. Money from this pool will be allocated to all library systems across the state.
- Steve and Jen will be working with WiLS to create a new, simpler InfoPass system to be used as a last resort for patrons who need an item faster than Interlibrary Loan can provide.
- Jen updated the directors on the progress and timeline of the ILS review committee. They are still in the investigative stages of the process and will report their findings to LDAC on a regular basis.

Additional Agenda Items

- Explorer Pass program – Several libraries have purchased group membership to various local attractions such as the Milwaukee County Zoo, Domes, Boerner Botanical Gardens, and Milwaukee Public Museum. Patrons can then check the passes out to visit these attractions. Hales Corners asked if there is a role for MCFLS in this program so that each individual library is not doing its own legwork. Steve will investigate.
- As more meetings are moving to a hybrid format, the directors discussed various options of how to run said meetings and the best software so that the meetings are successful.

For the Five Months Ending May 31, 2021

		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
1						
2						
3	<u>General Revenues</u>					
4	State Aid Revenue	\$ 2,855,319	\$ 2,855,319	(100.00)	\$ -	0.00
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	\$ 267	(2.67)	\$ 9,733	(97.33)
8	Member Forms/Supplies Rev (62)	\$ 20,600	\$ 8,584	(41.67)	\$ 12,016	(58.33)
9	Member Postage Revenue (61)	\$ 23,800	\$ 4,950	(20.80)	\$ 18,850	(79.20)
10	Member OCLC Revenue (73)	\$ 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 Rev (77)	\$ 75,000	\$ 38,444	(51.26)	\$ 36,556	(48.74)
16	Member Catalog Contract Rev (85)	\$ 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 Enhance Rev (59)	\$ 29,648	\$ 29,648	(100.00)	\$ -	0.00
19	Member Ecom Transaction Fees (44)	\$ 8,600	\$ 2,858	(33.23)	\$ 5,742	(66.77)
20	TNS Calls/Notices Revenue (45)	\$ 1,224	\$ 571	(46.65)	\$ 653	(53.35)
21	Carryover Revenue	\$ 12,000	\$ -	0.00	\$ 12,000	(100.00)
22	Staff Benefits/Co-Pay Revenue	\$ 38,289	\$ 12,998	(33.95)	\$ 25,291	(66.05)
23	LSTA Technology Grant Rev (89)	\$ 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 (94)	\$ 2,545	\$ 1,144	(44.95)	\$ 1,401	(55.05)
26	Member MKE Mixers Rev (95)	\$ 1,400	\$ 1,350	(96.43)	\$ 50	(3.57)
27	Member Replacement Fines Rev (96)	\$ 12,000	\$ 2,905	(24.21)	\$ 9,095	(75.79)
28	Member Overdrive Advantage Rev (97)	\$ 15,000	\$ 155,001	(1,033.34)	\$ (140,001)	933.34
29	<u>Total General Revenues</u>	\$ 4,163,975	\$ 4,132,261	(99.24)	\$ 31,714	(0.76)
30						
31	<u>Special Revenues</u>					
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	<u>Total Special Revenues</u>	\$ 206,467	\$ 105,991	(51.34)	\$ 100,476	(48.66)
35						
36	<u>Total Revenues</u>	\$ 4,370,442	\$ 4,238,252	(96.98)	\$ 132,190	(3.02)
37						
38		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
39						
40	<u>General Expenditures</u>					
41	Fringe Benefits Expense	\$ 195,231	\$ 73,437	37.62	\$ 121,794	62.38
42	Salaries Expense	\$ 389,272	\$ 139,235	35.77	\$ 250,037	64.23
43	Telephone Renewal Expense	\$ 608	\$ 231	37.99	\$ 377	62.01
44	Member Ecom Transaction Ex (19)	\$ 8,600	\$ 1,586	18.44	\$ 7,014	81.56
45	TNS Calls/Notices Expense (20)	\$ 1,224	\$ 463	37.83	\$ 761	62.17
46	Mileage/Auto Maint Expense	\$ 700	\$ -	0.00	\$ 700	100.00
47	Conference/Training Expense	\$ 5,000	\$ 533	10.66	\$ 4,467	89.34
48	Memberships Expense	\$ 5,000	\$ 3,825	76.50	\$ 1,175	23.50
49	Continuing Education Expense	\$ 9,000	\$ 6,383	70.92	\$ 2,617	29.08
50	Office Supplies Expense	\$ 1,500	\$ 505	33.67	\$ 995	66.33
51	Copy Machine Maint. Expense	\$ 2,500	\$ 117	4.68	\$ 2,383	95.32
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)

For the Five Months Ending May 31, 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	\$ 47,977	59.14	\$ 33,142	40.86
59	Member Catalog Enhance Exp (18)	\$ 29,648	\$ 9,648	32.54	\$ 20,000	67.46
60	MCFLS Postage Expense	\$ 600	\$ 212	35.33	\$ 388	64.67
61	Member Postage Expense (9)	\$ 20,600	\$ 3,850	18.69	\$ 16,750	81.31
62	Member Forms/Supplies Exp (8)	\$ 23,800	\$ 12,156	51.08	\$ 11,644	48.92
63	Telephone Expense	\$ 5,000	\$ 1,150	23.00	\$ 3,850	77.00
64	Meetings Expense	\$ 500	\$ -	0.00	\$ 500	100.00
65	Insurance Expense	\$ 11,700	\$ 8,817	75.36	\$ 2,883	24.64
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	\$ 1,642	30.41	\$ 3,758	69.59
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	\$ 4,022	80.44	\$ 978	19.56
73	OCLC Expense (10)	\$ 135,047	\$ 133,944	99.18	\$ 1,103	0.82
74	MCFLS Computer Room Equipment	\$ 5,000	\$ 779	15.58	\$ 4,221	84.42
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 Exp (15)	\$ 75,000	\$ 28,246	37.66	\$ 46,754	62.34
78	Sorting and Delivery Expense	\$ 291,700	\$ 92,463	31.70	\$ 199,237	68.30
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 (16)	\$ 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	\$ 6,588	30.45	\$ 15,047	69.55
88	Contingency Expense	\$ 33,411	\$ 22,725	68.02	\$ 10,686	31.98
89	LSTA Technology Grant Exp (23)	\$ 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 (25)	\$ 1,875	\$ -	0.00	\$ 1,875	100.00
95	Member MKE Mixer Exp (26)	\$ 1,400	\$ 32	2.29	\$ 1,368	97.71
96	Member Replacement Fines Exp (27)	\$ 12,000	\$ 2,905	24.21	\$ 9,095	75.79
97	Member OverDrive Advantage Exp (28)	\$ 15,000	\$ 105,754	705.03	\$ (90,754)	(605.03)
98	Total General Expenditures	\$ 3,107,507	\$ 1,384,332	44.55	\$1,723,175	55.45
99						
100	Special Expenditures					
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	Total Special Expenditures	\$ 1,262,935	\$ 1,162,458	92.04	\$ 100,477	7.96
105						
106	Total Expenditures	\$ 4,370,442	\$ 2,546,790	58.27	\$1,823,652	41.73
107						
108	Revenue/Expenditures +/-		\$ 1,691,462			



709 North Eighth Street
Milwaukee, WI 53233

PH: 414-286-8149

FAX: 414-286-3209

June 21st, 2021

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 2022 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.

- The pandemic highlighted the need for electronic resources like ebooks and digital audiobooks that can be accessed 24 hours a day. Use of these resources within Milwaukee County **rose 28%** over the previous year. The **generous subsidy of the County Board of \$50,000 for additional electronic resources** is already providing benefits to residents, including additional titles focused on promoting equity, diversity and inclusivity.
- 2021 marks the second 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 **3.2 million items** circulated in 2020. Although circulation followed national trends and was lower across our system, the **estimated cost savings to taxpayers still exceeded \$64 million**.

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. While we may see an increase in our state funding for 2022, the Department of Public Instruction has started a process to examine possible statutory changes to the formula used to distribute aids to library systems. A change to the formula would likely result in reduced funding to MCFLS. Continued support from the County will be important moving forward.

MCFLS is an example of governmental funding at its smartest and most efficient. Library systems offer economies of scale that benefit libraries and communities. 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	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$66,650	\$0	\$116,650	\$100,000	(\$116,650)
Revenues	\$0	0	\$0	\$0	\$ 0
Tax Levy	\$66,650	\$ 0	\$116,650	\$ 0	(\$116,650)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Library Materials Circulated	5,906,536	3,267,137	6,100,000	6,100,000
Active Cardholders *	311,531	268,644	315,000	275,000
Digital Materials Circulated	603,433	770,580	660,000	850,000
Items Delivered	910,153	793,360	950,000	950,000
MCFLS and CountyCat Website Page Views	12,573,854	8,595,806	13,150,000	10,000,000
CountyCat Mobile Searches	12,782,266	8,737,957 **	14,000,000	11,000,000

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

** Estimate

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Active Cardholders as a Percent of Population.	33%	28%	35%	30%

Strategic Overview:

The Milwaukee County Federated Library System (MCFLS) is overseen by the Department of Public Instruction (DPI) 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. 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.

MCFLS supported libraries and county residents in 2021 in several ways.

Our most pressing need as a system was to help guide and facilitate cooperation among our member libraries as they recovered from the pandemic. System staff coordinated regular update meetings to allow public library directors throughout the county to communicate and collaborate on such issues as quarantine of materials and access to buildings. MCFLS worked directly with DPI on weekly meetings to communicate with members regarding guidance on reopening libraries and grant opportunities. The system and member libraries are currently working on taking advantage of ECF, ARPA and EBB funding available to libraries and residents through the federal government. While the outcomes are yet unknown, the communication and cooperation among our libraries has never been better. The collaboration will undoubtedly strengthen our libraries and service to patrons.

CULTURAL CONTRIBUTIONS (1900) BUDGET

UNIT NO. 1900

Department: Cultural Contributions

FUND: General — 0001

A one-time allocation of \$50,000 was also provided through the Milwaukee County Board to the system to expand digital resource materials. The COVID-19 pandemic highlighted the need to make more materials available electronically to aid library users who are unable to physically access a system location. While this allocation is separate from the annual support provided to MCFLS, our system is grateful for the additional funding and hopeful that the same or similar amount will be provided in 2022. This year 50% of the funding has been put aside for high demand titles and the other half for titles supporting EDI (equity, diversity and inclusivity) that reflects the diverse makeup of our patrons and communities. The investment made by the County Board was well placed: use of digital materials by county residents continues to climb, up 28% in 2020.

As our libraries emerge from the pandemic, the system and directors have recognized a need to communicate the value of public libraries to our communities. Earlier this year, the MCFLS Board approved a multi-year marketing plan constructed with local agency STIR to aid in this recovery. The Board also approved additional staff capacity to aid in the implementation of the plan and to get started in the second half of 2021.

MCFLS will be called upon to meet all these challenges and assist our member libraries; additional support from the County in 2021 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

	2020 <u>Actual</u>	2021 <u>Budget</u>	2022 <u>Budget</u>
<u>Expenditures</u>			
Technology, Reference, Interlibrary Loan	\$1,721,082	\$ 1,805,402	\$1,900,000
Continuing Ed and Consulting	\$90,223	115,279	\$125,000
Delivery	\$291,734	325,728	\$325,000
Payment to Members for Non-Res Access	\$1,134,099	1,105,547	\$1,105,547
Library Services to Youth	\$1,580	4,034	\$20,000
Library Services to Special Users	\$7,409	7,405	\$20,000
Public Information	\$32,378	66,115	\$75,000
Administration	\$366,272	354,455	\$425,000
Electronic Resources	\$600,795	514,126	\$650,000
MultiType Initiatives	\$8,174	8,251	\$8,500
Member Office Supplies	\$35,295	64,100	\$50,000
<i>Total Expenditures</i>	<u>4,289,041</u>	<u>4,370,442</u>	<u>4,704,047</u>
<u>Revenues</u>			
State Aid to Public Library Systems	2,855,319	2,855,319	3,301,094
Federal LSTA Funding	19,519	10,000	10,000
Passthrough Contract Income	1,235,439	1,151,960	1,214,874
Interest Earned from State Aid	11,808	10,000	5,000
Unexpended Funds-Previous Years	12,184	12,000	30,000
All Other Sources	156,235	214,513	49,652
<i>Milwaukee County Contribution</i>	<u>66,650</u>	<u>116,650</u>	<u>100,000</u>
<i>Total Revenue</i>	<u>\$ 4,357,154</u>	<u>\$ 4,370,442</u>	<u>\$ 4,710,620</u>
<i>Budget Surplus/(Deficit):</i>	<u>68,113</u>	<u>-</u>	<u>\$ 6,573</u>
<i>County Contribution as % of Total Revenue:</i>	<u>1.5%</u>	<u>3%</u>	<u>2.1%</u>

A one-time allocation of \$50,000 is provided to the Federated Library System to expand digital resource materials. The COVID-19 pandemic has highlighted the need to make more materials available electronically to aid library users who are unable to physically access a system location. This allocation is separate from the annual support provided to the Milwaukee County Federated Library System.

Racial Equity Budget Tool

MCFLS Responses

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 trustees.

RECRUITMENT

The system staff itself is small, and we currently employ 5.26 FTE. MCFLS is an equal opportunity employer and states that prominently on all position announcements. When positions at MCFLS have become open, the director advertises the opening on the system website and usually state and national library organization job recruitment sites like the American Library Association (ALA) JobList or Wisconsin Library Association job announcement boards. The system has also posted positions on Wisconsin.gov since MCFLS is a quasi-state agency and the UW-Milwaukee iSchool when appropriate to the position. These particular job sites may be appropriate to cast a wide net to ensure enough good candidates apply. More recently the system has successfully used Indeed to cast a wider net and attract more diverse candidates. The system will continue posting open positions to other sites that can attract candidates to ensure a diverse and inclusive workforce that represents the libraries and communities we serve.

RETAINMENT

MCFLS offers many incentives to retain a diverse and inclusive workforce. The system pays employees a very competitive rate of pay and has been able to retain staff as a result. In addition, all system staff become part of the Wisconsin Retirement System (WRS) shortly after employment and are eligible to take part in a tax deferred compensation program to help save for retirement. MCFLS also gives the option for staff to participate in the state healthcare plan, generally recognized to be one of the best available locally. To retain employees the total cost of salaries is roughly \$400,000 and fringe benefits around \$170,000 after staff copays are taken out.

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:

- Improving Your Library's Accessibility
- Planting Seeds and Anticipating Blossoms: A Community Engagement Model
- Let's Talk About Race (Youth Services)
- Positive Interactions: Making the Library a Welcoming & Empowering Place for People with Disabilities
- Wakanheza Project Training Workshop

System subcommittees have also discussed race and equity over the past few years. A representative from the Milwaukee Public Library has shared her experience in developing a cultural awareness program with other reference librarians. This same librarian participated in Milwaukee County Government Alliance on Race and Equity (GARE) sessions and shared information with the MCFLS system staff and directors at a meeting held in 2019.

In addition to local professional development opportunities, the Wisconsin Department of Instruction, Division for Libraries and Technology (DPI-DLT) employs an experienced staff member with responsibilities that include collaboration and information sharing for inclusive services for libraries at the state level. The DLT has made it a point of emphasis in recent years to make sure all library systems in the state are kept informed and collaborate on issues affecting equity and inclusivity.

In 2021 MCFLS reached an agreement with the Milwaukee Public Library to begin providing inclusive services guidance for the system and liaison with our member libraries and the Department of Public Instruction. We anticipate this leadership will provide awareness and benefit our system later this year.

MCFLS budgets \$9,000 for continuing education and participation in the SEWI group of libraries. Many other webinars and sessions come at no additional cost to the system.

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 library directors and system staff. The Department of Public Instruction (DPI) approves the

system plan for services that does include the system budget each year. Member library directors are important to our budget process and are given the chance to offer input each year. Feedback from communities through their member libraries is critical. System staff are also important in the budget process. We hold several meetings with staff throughout the spring and summer to determine priorities within our budget in conjunction with our strategic plan.

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 OverDrive collection of ebooks and audiobooks. Maintaining and improving this collection has now been standardized as part of the statewide collection development policy governing the purchase of all materials. More materials in different languages have been added since this initial collection.
- In May 2020, MCFLS negotiated with our vendor to provide 3,200 electronic magazines to community residents through member libraries. These titles are offered in 18 different languages through an easy to use interface and app. This collection is now part of the popular Libby app which makes it even easier to access.

We support multi-lingual needs through a number of budget lines totaling around \$5000, including support for multilingual forms. Member libraries pay the costs of the electronic magazines, which for 2022 is around \$11,000. This does not include the thousands of multi-language materials owned by member libraries and made accessible through the online catalog and mobile app.

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 six people: four full time staff and two part-time employees. 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 now a plan and budget in place to address that need. This is but one example in an iterative process involving all system staff members.

Many elements of our budget are dictated by the 2020-2024 MCFLS Strategic Plan. System staff had a heavy influence on the makeup of that plan and are responsible for implementing activities related to

the objectives within it. Some of these activities involved funding through the budget. In effect, system staff not only have a great influence on the strategic plan and the budget, but also in determining specifically ways in which that money is being spent.

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.

Discretionary resource distribution within our budget is further limited because of the amount of system operating expenses tied to these agreements. Over 50% of the MCFLS budget is tied to system agreements that run through 2024: 37% to reciprocal borrowing among member libraries, 9% for cataloging services from the Milwaukee Public Library and 6.25% is also earmarked to the Milwaukee Public Library to serve as the MCFLS resource library.

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 2022 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 resources available to them with their library card. Much of this marketing will be created using positive and representative images to reinforce the library as a cornerstone institution within the communities they serve.
- Better User Experience. One of the priorities established through the strategic plan was a better user experience for library patrons, including the purchase of a new mobile app. How do we determine what a better user experience looks like? By asking our users through surveys, focus groups and other methods. Our budget will allow people of color and disadvantaged communities to have a significant role in determining what that user experience looks like.

NEGATIVE RACIAL EQUITY IMPLICATIONS

Some negative racial equity implications that we've been able to identify:

- This has yet to play out, but the Department of Public Instruction is starting a process to examine revising the formula used to distribute state aid to systems, including MCFLS. State aid is the primary source of our revenue. Any reduction in our system budget has negative racial equity implications because MCFLS operates on the margins and cannot accommodate reductions as easily as other organizations.
- MCFLS has traditionally focused on delivery and automation services to member libraries as our primary role, but the system also plays a role in coordinating inclusive and youth services for member libraries. Our experiences during the pandemic and completing this survey of our offerings forced us to address this issue and Milwaukee Public Library has agreed to help facilitate these services in their role as resource library later this year.

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

Many of the same positive and negative implications regarding racial equity above can be cited here.

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

We did not 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 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.

PLSR Recommendation 4: Funding Formula Analysis Bid

DPI has issued a bid to analyze the State Aid funding formula as a direct response to PLSR Recommendation 4: *Conduct a thorough analysis of the current funding formula for public library systems, including practices utilized to apportion state aid. Identify and propose alternative funding formulas, methods of apportionment, or other solutions with potential to improve equity of access to high-quality library services.*

Library systems were formed to help provide more equitable access to library services in the state. We are an example of how this works nationally and can see that what we have built is strong. Now, we find ourselves at a transformative moment to build upon the great work libraries are doing and did to respond to the pandemic. Weekly system director and DPI meetings are a good example of how we are better and stronger when we work together. There will be change, but change doesn't mean that we were doing things wrong before, it means that we can move forward together and do things differently.

Our intention was to find a qualified supplier internally, following the Department of Administration's Simplified Bid procurement process to make sure system directors or other stakeholders didn't have to face any perception of biasing the selection process. With that said, we are hoping to engage in a transparent process as we move forward to avoid any unintended consequences that might result from this analysis.

The final deliverable, expected in Spring 2022, would simply be an analysis of the funding formula. DPI does not intend to enact or unilaterally change the way funding flows to systems as a result of this analysis. The intention would be to engage the library community, working together with our stakeholders, to convene a summit or other forum to discuss the results and identify champions to move any potential changes forward.

DPI is currently working on reviewing proposals to find a qualified supplier and enter into a contract for services. Bid specifications are listed below.

Bid Criteria

- Objective analysis and evaluation of the current state aid to public library systems funding formula authorized by [Wis. Stat. § 43.24 \(1\) \(a\)](#).
 - Include analysis of demographic/population shifts since 1990
 - Include analysis of how the funding formula would be impacted by using updated Census population estimates from the [Wisconsin Demographic Services Center](#)
 - Analysis must include data at the municipal level
- Objective analysis and evaluation of the alternative state aid to public library systems funding formula authorized by [Wis. Stat. § 43.24 \(1\) \(c\)](#).
 - Include comparative analysis showing differences between the formulas dating back to the inception of the current state aid formula
 - Include analysis of the municipal and county shared revenue element's impact on the formula

- Review revenues from local government units provided to Wisconsin regional public library systems
 - Amounts local government units receive and pay out to public library systems
 - Amounts member public libraries receive in local revenues from other local government units
 - Amounts member public libraries receive from their own local government units
 - Amounts that pass through the regional library system to member public libraries
- Collect and review methods used in other states to apportion state aid to public libraries and regional public library systems where applicable.
 - Provide analysis of how other states' funding apportionment factors would impact Wisconsin state aid to public library systems (e.g., equalization aids)
- Objective analysis of public library system aid expenditures through data provided in Wisconsin Public Library System Plans and Public Library System Annual Reports
- Objective analysis of library system membership fees and the services that are provided to member libraries
- Interview funding formula subject matter experts and key constituent entities to determine common elements that define an equitable funding formula and high-quality public library services
- Identify specific improvements to Wisconsin's public library system aid funding formula that would improve equity of access to high-quality public library services statewide without a reduction in system aid to any public library system
- Methodology and timeline for conducting above objective analyses
- Strategy and timeline for conducting interviews
- Description of project management and coordination to meet project timeline expectations
- Provide scheduled monthly updates to the DLT workgroup lead via email, phone, and/or virtual meetings
- Presentation of findings to DLT and key constituent entities

State Aid Payments to Public Library Systems

				EXECUTIVE BUDGET PROPOSAL	EXECUTIVE BUDGET PROPOSAL	EXECUTIVE BUDGET PROPOSAL	EXECUTIVE BUDGET PROPOSAL
		Agency Code	2020	2021	2022	2022 Percentage Change from FY 2021	2023 Percentage Change from FY 2022
Arrowhead Library System	539926		\$467,820	\$467,820	\$540,857	16%	\$584,679 8%
Bridges Library System (Waukesha County)****	679939		\$1,297,789	\$1,297,789	\$1,500,402	16%	\$1,621,970 8%
IFLS Library System*****	189928		\$1,200,056	\$1,200,056	\$1,387,413	16%	\$1,499,826 8%
Kenosha County Library System	309929		\$425,230	\$425,230	\$491,621	16%	\$531,454 8%
Lakeshores Library System	519930		\$680,193	\$680,193	\$786,386	16%	\$850,102 8%
Manitowoc-Calumet Library System	369937		\$332,902	\$332,902	\$384,875	16%	\$416,059 8%
Milwaukee County Federated Library System	409933		\$2,855,319	\$2,855,319	\$3,301,094	16%	\$3,568,561 8%
Monarch Library System (Eastern Shores and M	599943		\$1,140,891	\$1,140,891	\$1,319,009	16%	\$1,425,880 8%
Nicolet Federated Library System	059934		\$1,140,645	\$1,140,645	\$1,318,724	16%	\$1,425,572 8%
Northern Waters Library Service	029935		\$564,347	\$564,347	\$652,456	16%	\$705,321 8%
Outagamie Waupaca Library System	449936		\$647,980	\$647,980	\$749,142	16%	\$809,841 8%
South Central Library System*	139937		\$2,199,966	\$2,199,966	\$2,543,429	16%	\$2,749,507 8%
Southwest Wisconsin Library System	229938		\$387,543	\$387,543	\$448,045	16%	\$484,348 8%
Winding Rivers Library System	329940		\$818,836	\$818,836	\$946,675	16%	\$1,023,378 8%
Winnefox Federated Library System**	709941		\$944,892	\$944,892	\$1,092,412	16%	\$1,180,923 8%
Wisconsin Valley Library Service*	379942		\$908,691	\$908,691	\$1,050,559	16%	\$1,135,679 8%
Former Systems							
Eastern Shores Library System***							
Mid-Wisconsin Federated Library System**							
Waukesha County Federated Library System							
Annual Appropriation			\$16,013,100	\$16,013,100	\$18,513,100		\$20,013,100
Percentage Change			0.00	0.00	15.61		8.10
43.24 (1) (a) (2) = 1 + Percentage			1.00	1.00	1.16		1.08



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June 21st, 2021

May/June 2021 Director's Report

Summary of activities

1. Our ILS Review team is in the final stages of preparing the Request for Information (RFI) from vendors. Our team will share the completed document with the Board and LDAC and meet again on the 25th of June before sending out the RFI.
2. I participated in several meetings with MPL staff and city of Milwaukee personnel regarding the Emergency Connectivity Funding (ECF) that will be soon available. Currently the focus is on working with partners to place additional wireless access in and around their buildings (with MPL as the fiscal agent for the grant). MCFLS members could use this model when the next application window opens. I'm also investigating a partnership with Milwaukee County on Wi-Fi access in parks.
3. Attended statewide webinar on the Emergency Broadband Benefit (EBB) which provides \$50-\$75 discounts on internet monthly bills to eligible households. Around 56,000 households have applied to date, although the money is limited and the program is only viable while funds last. I also attended another statewide webinar on the ECF program which was attended by many across the state.
4. Participated in interviews for our open administrative assistant role at MCFLS. Several quality applicants were considered, many with library experience. Our team chose Kellie Nimphius, who has experience at both MPL and suburban libraries. Kellie starts work on June 21st.
5. I initiated a discussion with MPL and other area libraries outside our system including Marquette, UWM and Alverno to talk about the future of INFOPASS, a local resource sharing program that allows patrons to get materials from these locations quickly. Jen and I met with WiLS to develop a plan for revitalizing the program and simplifying the process for libraries and patrons.
6. Conducted a director orientation with Annie Bahringer, the new director at the North Shore Library.
7. Led discussions with our cybersecurity group made up of five library systems to discuss the next steps in the program. Our member library staff continue to get tested each month and undergo short training segments.

Upcoming Activities

1. Lead interview process, select and train the MCFLS Public Information Coordinator.
2. Meet with new liaisons for Youth and Inclusive Services to determine priorities and timelines.
3. Prepare for mid-year budget revisions and audit presentation for Board in July.
4. Finalize West Milwaukee amendment for expanded access to electronic resources.