

NOTICE

Milwaukee County
Federated Library System
Board of Trustees

Monday, June 20th, 2022

3:30 P.M.

This meeting will be held:

Online at

Meeting URL: [CLICK HERE](#)

Meeting ID: 813 4318 4710

Meeting Passcode: kXwd1Vf5

Telephone Passcode: 47496039

AGENDA

1. Call to order

2. Adoption of agenda

Action

3. Approval of minutes: the MCFLS Board of Trustees meeting on May 16th, 2022

Action [Attachment A](#)

4. Public comment

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

MCFLS Standing Committee Reports

5. Library Directors Advisory Council
 - a. Report of the June 2nd, 2022 meeting

[Attachment B](#)

6. MCFLS Finance and Personnel Committee

7. MCFLS Legislative and System Services

Administrative reports requiring action

8. Financial Report – May 2022

Action

[Attachment C](#)

9. Review of ILS Review workgroup recommendation. Approved by LDAC on June 2nd.
Action

[Attachment D](#)

10. 2023 County Budget Request and Racial Equity Budget Tool responses
Action

[Attachment E](#)

Administrative Informational Items

11. Director's Report

[Attachment F](#)

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

Milwaukee County Federated Library System
Board of Trustees
Regular Monthly Meeting held Monday, May 16, 2022
Zoom Meeting

ROLL CALL

Present: Paul Ziehler, President
Steven Shea, Vice President
Monica Deluhery, Trustee
Guy Johnson, Trustee
Howard Snyder, Trustee
Elizabeth Suelzer, Trustee

Staff: Steve Hesel, Director
Judy Kaniasty, Business Manager

Others: Amy Krahn, LDAC Chair and St. Francis 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 3:33 p.m.

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

APPROVAL OF MINUTES. President Ziehler referred to the minutes of the April 25, 2022 meeting which are shown as Attachment A of the agenda packet. Being no corrections noted, Trustee Snyder moved and Trustee Deluhery seconded a motion to approve the minutes as presented. Unanimously approved.

PUBLIC COMMENT. None.

MCFLS STANDING COMMITTEE REPORTS

Library Directors Advisory Council. [Vice President Shea arrived at 3:36p.m.]

Report of the May 5, 2022 meeting. President Ziehler referred to the summary of the May 5, 2022 meeting, shown as Attachment B of the agenda packet. LDAC Chair Krahn reviewed her report and responded to questions from the Board. Trustee Snyder moved and Trustee Johnson seconded a motion to accept the report and place it on file. Unanimously approved.

MCFLS Finance and Personnel Committee. No meeting since the last MCFLS Board meeting.

MCFLS Legislative and System Services. No meeting since the last MCFLS Board meeting.

ADMINISTRATIVE REPORTS REQUIRING ACTION

Financial Report –April 2022. Attachment C of the agenda packet, indicates it is July but that is incorrect, it is April. Director Heser indicated he had nothing out of the ordinary to point out on the report; Business Manager Kaniasty agreed. Director Heser did note that he had attended a few DPI associated meetings lately and mention of the future State Aid Formula changes would not impact the next biennium, but the following one for 2025/26; State Lobbyist Steve Conway feels that another ask for additional funding looks positive. Trustee Shea moved and Trustee Snyder seconded a motion to approve the April 2022 financial report. Unanimously approved.

Resolution of Appreciation for Alderman Nik Kovac. President Ziehler referred to the Resolution of Appreciation for Alderman Nik Kovac, shown as Attachment D of the agenda packet. Trustee Snyder moved and Vice President Shea seconded a motion to approve the resolution. Unanimously approved. President Ziehler asked that a framed copy be shared with Treasurer Kovac.

Formal Approval of the MCFLS Privacy Policy. Legislative & System Services Committee Chair Johnson referred to the final version of the MCFLS Privacy Policy shown as Attachment E of the agenda packet and that has been approved by LDAC on May 5, 2022. Director Heser reviewed the children's privacy area which libraries were concerned about since photos are taken during programs on occasion. Trustee Johnson moved and Vice President Shea seconded a motion to adopt the privacy policy as presented. Unanimously approved.

ADMINISTRATIVE INFORMATIONAL ITEM

MCFLS Bylaws – Final Version. Legislative & System Services Committee Chair Johnson referred to the updated MCFLS Bylaws which are shown as Attachment F of the agenda packet and that were approved at last month's meeting. This version includes the paragraph defining the Executive Committee as discussed at last month's meeting.

Standing Item: Marketing Update. Director Heser provided an update focused on the recent marketing projects underway and shown as Attachment G of the agenda packet. Director Heser added that a statewide grant is being provided by DPI to provide digital marketing for the Brainfuse database so that will be developed this year as well.

Director's Report. Director Heser reviewed Attachment H of the agenda packet and responded to Board questions.

NEXT MEETING. Scheduled for Monday, June 20, 2022 beginning at 3:30 p.m. via Zoom online meeting software.

ADJOURNMENT. With no further business to come before the Board, Trustee Snyder moved and Vice President Shea seconded a motion to adjourn the meeting at 4:14 p.m. Unanimously approved.



**ST. FRANCIS
PUBLIC LIBRARY**

"Bringing People, Information, and Ideas Together"

4230 S. Nicholson Ave.
St. Francis, WI 53235
(414) 481-7323
www.stfrancislibrary.org

To: MCFLS Board of Trustees
From: Amy Krahn, St. Francis Public Library
RE: Summary of LDAC meeting, June 2, 2022
Location: Zoom Teleconference

Topics for Action or Discussion

- 1) Introduction of Rhonda Gould, new Director at North Shore Library.
- 2) Updates related to Covid-19:
 - a. As of 5/27/22, MPL libraries are requiring all staff to wear masks in the library.
 - b. As of June 6th, MPL is restoring hours at all branches, including evening hours.
M-T, 10-8; W-F, 10-6; Sa, 9-5; Sun (when they have Sunday hours) 1-5.
- 3) Report and final recommendation from the ILS Review Committee, including breakdown of costs for member libraries.
 - a. Jen Schmidt reviewed the scoring procedure and results, as well as discussing Innovative's recent willingness to negotiate on costs. Costs will go down for member libraries by approximately 16%. Between the final two vendors (SyisiDynix and Innovative), there were negligible differences in scoring the products. As the ILS Review group felt there would need to a substantial difference in features offered in order to merit a change, since a change would require more time and expense in set-up and training for MCFLS and all library staff. The exception was that the review group did not recommend moving forward with Innovative's online catalog. For that, MCFLS will look to evaluate products in 2023 for a possible change in 2024. LDAC approved the ILS Review Group recommendation.
 - b. The group also approved the Review Group's recommendation to continue an ILS Review Group as an LDAC subcommittee to continue to look at workflows and products as well as contributing items to Innovative's new Idea Lab.
 - c. Steve presented a method for calculating ILS costs for member libraries and LDAC approved this method.
- 4) Owning/Home Report and SQL Report comparison (used to calculate reciprocal borrowing)
 - a. Steve presented data for April and May, which demonstrated that he was able to almost exactly duplicate the Owning/Home report by instead using a SQL report.
 - b. Steve will continue to collect this data and bring an additional two month's comparison to the August LDAC meeting.

- c. The goal is for LDAC to approve using the SQL report for reciprocal borrowing calculations. This will free up the Residence field and allow MCFLS to alter it to be the Home Library field. This will allow patrons to change it in their record to reflect their library of primary usage and not be prompted each time they want to place a hold.
- 5) Substitute Staff Pool followup
 - a. Library Directors were able to review an online form developed by Steve and provide feedback. There was additional discussion on the form, which was approved by LDAC.
 - b. There was discussion on how best to publicize the online form and who will maintain the data collected. There will be a link to the form on the MCFLS website. MCFLS will reach out to Bridges to get information on how they are managing it. Initially, it will go out to the MCFLS mailing list and possibly the wispublib listserv. Depending on response, it could also be put on social media.

Technology

- 6) New Mobile App Update: Jen Schmidt reviewed our upcoming change to a new mobile app. Hopefully, patrons will be able to get the new app as an update to the current app, rather than having to delete it and then download it. The new app will have increased functionality and a lower cost (which is covered by MCFLS). Not all of the new features will be active right away, as the group is still testing them and libraries will have options about which features they want activated. They plan to have it go live in July. There is a function in the new app which could allow patron to do self-checkout using their phones, and could possibly replace self-check stations with something as simple as a tablet.
- 7) Multi-factor authentication and Outlook 365: MCFLS is moving forward with this for libraries using the mcfls.org Outlook email accounts. South Milwaukee volunteered to test out the transition and reported back on the process. Tristan Marshall from South Milwaukee offered suggestions on how libraries could better prepare ahead of the transition.
- 8) InfoPass: Steve Heser provided an update following the Steering Committee meeting on June 1st. Libraries will receive information on the workflow process and an agreement to sign if they choose to participate. Several Library Directors commented that they are eager to have this service return.

Additional Items

- 9) Member Costs: Steve had been waiting for approval of the ILS recommendation prior to member costs for MCFLS services for 2023. Those costs should be sent out this week.

- 10) Hoopla: Steve reminded Library Directors that Hoopla costs had been paid by MCFLS for 2022, via grant funds received. In 2023, member libraries will once again be paying a share of Hoopla costs.

Library Member Updates:

- Whitefish Bay Library was featured on the cover of their local newsletter (mailed to every resident) for the celebration of their 85th Anniversary this year.
- Whitefish Bay has added an individual study/phone booth, donated by the Friends group.
- Shorewood had been researching replacing/updating their self-check system and will be going with a new company called FETech.
- Shorewood is continuing their interview process for their search for a new Director.
- Following the LDAC meeting, there was a farewell lunch for Library Director Rachel Collins, who is leaving Shorewood Library on June 9th.

M.C.F.L.S.
Financial Report
For the Five Months Ending May 31, 2022

1		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
2						
3	<u>General Revenues</u>					
4	State Aid Revenue	\$ 3,301,094	\$ 3,301,099	(100.00)	\$ (5)	0.00
5	Milwaukee County Allocation	\$ 66,650	\$ 66,650	(100.00)	\$ -	0.00
6	West Milwaukee Contract -Other	\$ 38,180	\$ 41,009	(107.41)	\$ (2,829)	7.41
7	Interest on Invested Funds	\$ 7,500	\$ (9,267)	123.56	\$ 16,767	(223.56)
8	Member Forms/Supplies Rev (58)	\$ 18,100	\$ 6,495	(35.88)	\$ 11,605	(64.12)
9	Member Postage Revenue (57)	\$ 20,900	\$ 3,756	(17.97)	\$ 17,144	(82.03)
10	Member OCLC Revenue (69)	\$ 127,336	\$ 127,337	(100.00)	\$ (1)	0.00
11	Member Telecomm. Revenue (67)	\$ 16,800	\$ 16,800	(100.00)	\$ -	0.00
12	Member Softwre Maint-Basic (65)	\$ 185,717	\$ 185,717	(100.00)	\$ -	0.00
13	Member Softwre Maint-Other (65)	\$ 49,938	\$ 49,938	(100.00)	\$ -	0.00
14	Member Tech. Assist.-Time Rev.	\$ 20,000	\$ 12,100	(60.50)	\$ 7,900	(39.50)
15	Member Special Projects Rev (73)	\$ 70,000	\$ 27,283	(38.98)	\$ 42,717	(61.02)
16	Member Catalog Contract Rev (79)	\$ 151,176	\$ 151,176	(100.00)	\$ -	0.00
17	Member Database Rev (54)	\$ 34,035	\$ 14,970	(43.98)	\$ 19,065	(56.02)
18	Member EcomTransaction Fees (42)	\$ 6,800	\$ 2,870	(42.21)	\$ 3,930	(57.79)
19	Carryover Revenue	\$ 15,000	\$ -	0.00	\$ 15,000	(100.00)
20	Staff Benefits/Co-Pay Revenue	\$ 58,875	\$ 18,602	(31.60)	\$ 40,273	(68.40)
21	LSTA Technology Grant Rev (83)	\$ 36,014	\$ -	0.00	\$ 36,014	(100.00)
22	Member Digital Content Rev (84)	\$ 243,299	\$ 158,302	(65.06)	\$ 84,997	(34.94)
23	Member PC Mngmt License Rev	\$ 2,545	\$ 1,184	(46.52)	\$ 1,361	(53.48)
24	Member Replace Fines Rev (89)	\$ 7,000	\$ 3,811	(54.44)	\$ 3,189	(45.56)
25	Member Overdrive Adv Rev (90)	\$ 15,000	\$ 15,002	(100.01)	\$ (2)	0.01
26	<u>Total General Revenues</u>	\$ 4,491,959	\$ 4,194,834	(93.39)	\$ 297,125	(6.61)
27						
28	<u>Special Revenues</u>					
29	Milw Co Advantage Rev (96)	\$ 50,000	\$ -	0.00	\$ 50,000	(100.00)
30	W. Milw Borrowing Rev (97)	\$ 46,378	\$ 46,378	(100.00)	\$ -	0.00
31	Ecommerce Revenue (101)	\$ 175,000	\$ 60,982	(34.85)	\$ 114,018	(65.15)
32	<u>Total Special Revenues</u>	\$ 271,378	\$ 107,360	(39.56)	\$ 164,018	(60.44)
33						
34	<u>Total Revenues</u>	\$ 4,763,337	\$ 4,302,194	(90.32)	\$ 461,143	(9.68)
35						
36		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
37						
38	<u>General Expenditures</u>					
39	Fringe Benefits Expense	\$ 273,215	\$ 92,171	33.74	\$ 181,044	66.26
40	Salaries Expense	\$ 431,956	\$ 170,511	39.47	\$ 261,445	60.53
41	Telephone Renewal Expense	\$ 750	\$ 227	30.27	\$ 523	69.73
42	Member Ecom Transact Exp (18)	\$ 6,800	\$ 1,812	26.65	\$ 4,988	73.35
43	TNS Calls/Notices Expense	\$ 1,450	\$ 454	31.31	\$ 996	68.69
44	Conference/Training Expense	\$ 5,000	\$ 428	8.56	\$ 4,572	91.44
45	Memberships Expense	\$ 6,500	\$ 3,825	58.85	\$ 2,675	41.15
46	Continuing Education Expense	\$ 9,000	\$ -	0.00	\$ 9,000	100.00
47	Office Supplies Expense	\$ 1,500	\$ 697	46.47	\$ 803	53.53
48	Copy Machine Maint. Expense	\$ 2,500	\$ 264	10.56	\$ 2,236	89.44
49	MCFLS Printing Expense	\$ 500	\$ 33	6.60	\$ 467	93.40
50	MCFLS Printing for Mem Expense	\$ 5,000	\$ -	0.00	\$ 5,000	100.00
51	MCFLS WI Pub Lib Consortium Ex	\$ 6,586	\$ 6,586	100.00	\$ -	0.00
52	MCFLS Buying Pool	\$ 145,000	\$ 30,000	20.69	\$ 115,000	79.31
53	MCFLS Database Expense	\$ 97,453	\$ 96,883	99.42	\$ 570	0.58
54	Member Database Expense (17)	\$ 34,035	\$ 14,965	43.97	\$ 19,070	56.03
55	MCFLS Catalog Enhancement Expe	\$ 141,829	\$ 87,293	61.55	\$ 54,536	38.45
56	MCFLS Postage Expense	\$ 600	\$ 290	48.33	\$ 310	51.67
57	Member Postage Expense (9)	\$ 18,100	\$ 7,500	41.44	\$ 10,600	58.56
58	Member Forms/Supplies Exp (8)	\$ 20,900	\$ 7,847	37.55	\$ 13,053	62.45
59	Telephone Expense	\$ 7,000	\$ 1,655	23.64	\$ 5,345	76.36

M.C.F.L.S.
Financial Report
For the Five Months Ending May 31, 2022

60	Meetings Expense	\$ 1,000	\$ 254	25.40	\$ 746	74.60
61	Insurance Expense	\$ 12,400	\$ 11,411	92.02	\$ 989	7.98
62	Legal Expense	\$ 500	\$ 300	60.00	\$ 200	40.00
63	Audit Expense	\$ 12,500	\$ 2,984	23.87	\$ 9,516	76.13
64	Payroll Service Expense	\$ 5,400	\$ 2,035	37.69	\$ 3,365	62.31
65	III Software Support (12/13)	\$ 235,655	\$ 113,703	48.25	\$ 121,952	51.75
66	III TNS Subscr Exp	\$ 12,224	\$ 6,112	50.00	\$ 6,112	50.00
67	Member Telecomm. Expense (11)	\$ 16,800	\$ -	0.00	\$ 16,800	100.00
68	MCFLS Telecomm. Maint. Expense	\$ 30,000	\$ 30,435	101.45	\$ (435)	(1.45)
69	OCLC Expense (10)	\$ 135,047	\$ 137,388	101.73	\$ (2,341)	(1.73)
70	MCFLS Computer Room Equipment	\$ 10,000	\$ 634	6.34	\$ 9,366	93.66
71	MCFLS Software Expense	\$ 7,000	\$ 1,126	16.09	\$ 5,874	83.91
72	MCFLS Equipment Expense	\$ 15,000	\$ 4,459	29.73	\$ 10,541	70.27
73	Member Special Projects (15)	\$ 70,000	\$ 25,482	36.40	\$ 44,518	63.60
74	Sorting and Delivery Expense	\$ 291,700	\$ 95,910	32.88	\$ 195,790	67.12
75	MPL Resource Contract Expense	\$ 206,318	\$ 51,579	25.00	\$ 154,739	75.00
76	MPL Rent Lease Contract Exp.	\$ 129,815	\$ 23,847	18.37	\$ 105,968	81.63
77	ILS Expense	\$ 36,450	\$ 9,113	25.00	\$ 27,337	75.00
78	MCFLS Catalog Cont Exp to MPL	\$ 297,098	\$ 74,275	25.00	\$ 222,823	75.00
79	Member Catalog Contract (16)	\$ 151,176	\$ 37,794	25.00	\$ 113,382	75.00
80	MCFLS Collection Dev Tool Exp	\$ 26,972	\$ -	0.00	\$ 26,972	100.00
81	Internet Expense	\$ 21,635	\$ 6,616	30.58	\$ 15,019	69.42
82	Contingency Expense	\$ 32,895	\$ 13,501	41.04	\$ 19,394	58.96
83	LSTA Technology Grant Exp (21)	\$ 36,014	\$ 57,265	159.01	\$ (21,251)	(59.01)
84	Member Digital Content Exp (22)	\$ 243,299	\$ 158,299	65.06	\$ 85,000	34.94
85	Marketing Expense	\$ 45,000	\$ 6,046	13.44	\$ 38,954	86.56
86	Cooperative Purchasing Sub Exp	\$ 2,500	\$ -	0.00	\$ 2,500	100.00
87	Member PC Mngmt License Ex	\$ 1,875	\$ -	0.00	\$ 1,875	100.00
88	Member MKE Mixer Exp	\$ 1,400	\$ -	0.00	\$ 1,400	100.00
89	Member Replacement Fines (24)	\$ 7,000	\$ 3,811	54.44	\$ 3,189	45.56
90	Member OverDrive Advant (25)	\$ 15,000	\$ -	0.00	\$ 15,000	100.00
91	Youth Services Exp	\$ 10,000	\$ -	0.00	\$ 10,000	100.00
92	Inclusive Services Exp	\$ 10,000	\$ -	0.00	\$ 10,000	100.00
93	Total General Expenditures	\$ 3,345,347	\$ 1,397,820	41.78	\$ 1,947,527	58.22
94						
95	Special Expenditures					
96	Milw Co Advantage Exp (29)	\$ 50,000	\$ -	0.00	\$ 50,000	100.00
97	W. Milw Borrowing Exp (30)	\$ 46,378	\$ 46,378	100.00	\$ -	0.00
98	RB - MCFLS Payment Expense	\$ 1,056,468	\$ 1,056,467	100.00	\$ 1	0.00
99	RB - MCFLS Reserve	\$ 48,144	\$ -	0.00	\$ 48,144	100.00
100	ILS Migration Reserve	\$ 42,000	\$ -	0.00	\$ 42,000	100.00
101	Ecommerce Expense (31)	\$ 175,000	\$ 60,982	34.85	\$ 114,018	65.15
102	Total Special Expenditures	\$ 1,417,990	\$ 1,163,827	82.08	\$ 254,163	17.92
103						
104	Total Expenditures	\$ 4,763,337	\$ 2,561,647	53.78	\$ 2,201,690	46.22
105						
106	Revenue/Expenditures +/-		\$ 1,740,547			

Final Recommendation for the Integrated Library System of the Milwaukee County Federated Library System

May 2022

Introduction

From March 2021-May 2022, the Milwaukee County Federated Library System (or MCFLS) worked with staff from several member libraries to embark on a formal evaluation of our current integrated library system (or ILS) product, Sierra. This task was identified as an important activity from the [MCFLS 2020-2024 Strategic Plan](#) (see *Service Goal B: User Experience, page 6*). The need for the project was especially true given that MCFLS has been under contract with Innovative Interfaces, the same ILS vendor for over twenty years. The ILS, sometimes referred to as library automation software, consists of functional areas that follow the process of ordering, processing and displaying new library materials to their eventual set up for public access and for item checkout and renewal, as well as usage reporting.

The charge of the ILS Review project included the following:

- Research to find an economical ILS that offers core software functionality to all members.
- Evaluate whether or not the existing Sierra product serves our members well, and identify if MCFLS should continue to stay with the current vendor, Innovative Interfaces, Inc.
- Assess the pros and cons of Sierra AND other viable automation products in terms of
 - Its compatibility short and long term with MCFLS's other software and hardware (currently MCFLS has two on-site servers dedicated to the ILS as well as a physical server to support phone notifications using iTiva)
 - the flexibility of the ILS to integrate with key third-party products whether those products are used collectively by MCFLS or by individual libraries.
 - its ability to manage both traditional materials and e-resources of members and make them highly accessible and findable to the public.
 - its ability to offer a high level of custom list creation and statistical reporting for a consortium that all members are used to.

MCFLS constructed an ILS Task Force comprised of member staff working in both technical and public services. As our largest member and resource library, it requested that the Milwaukee Public Library (MPL) provide three-five staff from its acquisitions, cataloging, serials and IT departments. The group met exclusively online with meetings being held typically twice a month except in January and February 2022 when there were no scheduled meetings.

The MCFLS ILS Review Task Force

- Alan Her, Milwaukee Public Library
- Heidi Muehlhausen, North Shore Library
- Karli Pedersen, Milwaukee Public Library
- Kenya Biami, Milwaukee Public Library
- Jennifer Schmidt, MCFLS
- Matthew Murphy, Milwaukee Public Library
- Sam Molzhan, Franklin Public Library
- Steve Hesel, MCFLS
- Theresa Hoge, Whitefish Bay Public Library

Summary of the ILS Review Process

During the first few meetings, the group did some initial research and identified four viable ILS candidates to evaluate. These companies and their products are listed below.

Company	Staff Software Product	Public Catalog Product
The Library Corporation (TLC)	CARL-X	CARL-Connect
Sirsi-Dynix	Symphony/BLUEcloud	Enterprise
Innovative Interfaces	Polaris	Vega
Innovative Interfaces	Sierra	Vega

To find worthwhile companies warranting further investigation, the task force discussed the Marshall Breeding [Library Technology web site](#) looking at the current migration and reverse migration trends of library automation companies as they pertain to larger public library consortia. They also reviewed a [recent online questionnaire](#) completed by other Wisconsin Public Library Systems detailing which ILS products they used, when their last system evaluation took place and what they found to be serious contenders for their member libraries. Resources about each product were gathered and placed onto a new [MCFLS Libguides web page](#). A timeline of specific activities was also created to help direct the work of the group while enabling anyone from the MCFLS community to track the progress of the project.

Here is a summary of the steps taken during the ILS Review project. Library staff feedback was sought out at several points during the process.

- The ILS Task Force participants were assigned one or more functional areas they were responsible for. They identified training content online for each product, wrote up lists of needed ILS functions and generated questions for each product.
- MCFLS staff created surveys on Sierra and Encore, our current ILS products. This was done to gauge the effectiveness of the products as well as the system's overall readiness to possible change.
- A Request for Information (RFI) document was created that included the detailed lists of functionality by work area. This went out to all four companies in the summer of 2021.
- A scoring rubric was devised based largely on the list of functions in the RFI and organized into nine categories.
- Task Force staff used the returned RFI and training materials collected to give preliminary scores for each product.
- Virtual demonstrations were scheduled in the fall of 2021 open to all library staff.
 - *Each company was given four days to go over its products. In each case, the same itinerary was used featuring the same session topics and time slots.*
 - *The day after the main sessions, each company was available on a Zoom call to answer follow-up questions from staff on any aspect of the product. Questions for the ILS companies were collected by MCFLS staff and from an online staff survey made available after each demo session.*
- Trials were set up for the ILS products along with two additional products: Sirsi-Dynix's BLUEcloud Analytics (*used for reporting*) and Innovative's Mobile Worklists app (*used for inventory projects and paging lists in the stacks*).
- Post-demo meetings were held. This included conference calls with the staff from the OWLSnet Library System which has the CARL-X system, and the Chicago Public Library, which has Polaris. It was during this phase that the Task Force voted to eliminate CARL-X and Polaris and focus on Symphony/BLUEcloud from Sirsi-Dynix and Sierra from Innovative Interfaces. This decision was shared in an [update to the MCFLS Board and LDAC in February 2022](#).

To look more closely at the two remaining candidates, the group did the following:

For Symphony/BLUEcloud (Sirsi-Dynix)

The group went on-site to visit the Oshkosh and Neenah Public Libraries to learn how staff there (including the Winnefox Library System staff) use the Symphony/BLUEcloud system. Because the Winnefox libraries hadn't implemented certain products or functions, the task force also set up a conference call with the IT Manager of the Lakeshores Library System to bounce questions off of that site along with a technical services librarian from the Kenosha Public Library who is part of that same system. MCFLS staff review the quote from Sirsi-Dynix which came with the RFI.

For Sierra (Innovative)

A list of targeted questions was sent to three long-standing public library consortia asking about their experiences with Innovative Interfaces and with Sierra in particular. Those library systems were IFLS (Wisconsin), The Minuteman Library Network (Massachusetts) and Prairiecat (Illinois). In addition, MCFLS staff approached Innovative in April 2022 for an updated quote. The company came back with a revised proposal that included all of the options MCFLS requested including unlimited SIP2 licenses and cloud hosting for two new Sierra servers and a test, training server (see below). This secondary proposal meant Innovative's quote was more on par with that of Sirsi-Dynix.

In this last phase of the evaluation process, the Task Force discussed the two company proposals and scored the two products. A summary of these two items are listed below.

Cost Proposals

	Sirsi-Dynix	Innovative Interfaces
One Time Implementation <i>Covered by MCFLS</i>	\$47,251 <ul style="list-style-type: none"> • Migration to the new ILS • Migration of the MCFLS iTiva phone system • Consulting, training and project management 	\$35,000 <ul style="list-style-type: none"> • Hardware migration for Sierra and Encore (public catalog) with cloud hosting • Test Sierra system build and cloud hosting • 20 hours of workflow consulting or staff training (one-time) • Re-indexing of the CountyCat database • A new product, the Mobile Worklists app
Annual Subscription <i>Both quotes include</i> <ul style="list-style-type: none"> • Core library software • Unlimited SIP2 licenses • Cloud-hosting of the ILS and test system • Syndetics Unbound for catalog enhancements/book jacket images 	\$174,339 <ul style="list-style-type: none"> • Electronic Resource Management product (includes eRM connector for OverDrive) • Test system • 20 hours consulting annually • Unlimited training for 50 users 	\$197,963 <ul style="list-style-type: none"> • Test system • Inclusion/activation of the additional Sierra products: <ul style="list-style-type: none"> ○ Scheduler ○ Volume level holds ○ Automatic authority control
Maintenance increase <i>Multi-year agreements provide a lower annual increase rate with both company</i>	After first three-year term 3% Inflationary increase rate after first three years capped at 3.9%	After first five-year term 3% Inflationary increase rate after first five years capped at 5.0%

NOTE: Both companies provided several optional products for additional costs which are not listed here.

Scoring Results

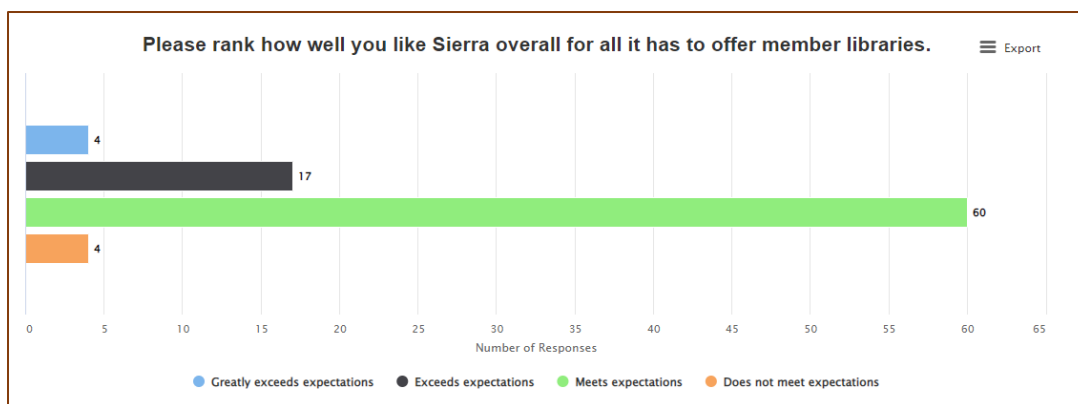
	Weighted Categories	AVERAGE Sierra	Weighted Average %	Weighted Pts	AVERAGE Symphony/BLUEcloud	Weighted Average %	Weighted Pts
Acquisitions (SH, JS, KP)	15%	54.3	8.1	69.3	55.7	8.4	70.7
Cataloging, Authority Control, Records Mgmt (KB, MM, JS, KD, SH)	15%	92.8	13.9	107.8	95.2	14.3	110.2
Circulation, Self-Check, Patron Records Mgmt (TH, JS, HAM, AH, SH)	15%	141.6	21.2	156.6	143.6	21.5	158.6
Reports & Statistics (SM, TH, SH, JS)	10%	50.5	5.05	60.5	57.5	5.75	67.5
Serials (JS, KP, KD, TH)	10%	56.5	5.65	66.5	52.8	5.28	62.8
E-Resource Mgmt (SH, JS, KP)	5%	3.0	0.2	8.0	10.7	0.5	15.7
Systems Administration & Authentication (JS, SH)	5%	54.0	2.7	59.0	61.5	3.1	66.5
Integration with Other Companies (JS, SH)	10%	48.0	4.8	58.0	46.0	4.6	56.0
Costs (ALL)	15%	30.1	4.5	45.1	18.8	2.8	33.8
Software & Implementation Costs							
Staff-Related Implementation & Training Costs							
	100%						
Weighted Average			66.2	630.8		66.2	641.8
Weighted Median			66.0	624.0		65.1	629.0

Our Findings

The group found that both Sierra and Symphony/BLUEcloud are viable, complex products for library consortia and would be workable for MCFLS. Both have strengths and weaknesses which are summarized in [Appendix A](#). Both companies have a strong user group community worldwide with an enhancement process for its products. Both products offer the most extensive functionality *only* through use of its client or desktop application as opposed to its web-based software. With regards to the desktop applications, both companies have older legacy modules or products that are overdue for development while still being heavily relied on by libraries. Both desktop applications are built on the Java programming language so there is no difference for system staff in that regard.

A weighted scoring method was used in order to prioritize certain categories over others. The task force made its final decision on the ILS product based on the weighted average scores listed above. As the task force discussed the inherent organization of Sirsi's software, the group began to deliberate on how a move to this ILS would require new workflows and procedures along with the need to set up all equipment and configure notices, labels and slips coming out of the system. Record clean up and training would need to be done both before and after a migration. Such facts are reasonable and to be expected if migrating to another ILS product. However, cost became more of a factor. The sentiment was that an ILS change would not be a good return on investment for MCFLS. To invest staff time in this change, any product would need to be significantly better than the current ILS. No one on the task force felt that a move to Symphony/BLUEcloud would constitute a vast improvement over what libraries currently have with Sierra for all areas. While Lakeshores Library System has been very successful in customizing Sirsi-Dynix to meet its libraries' complex needs, our group couldn't ignore that their in-house expertise played a key role in that outcome. If MCFLS were to see a tremendous improvement with Sirsi's product, it would not be without a good amount of time maneuvering the software either in-house or through a paid contractor to meet all local needs. Current MCFLS staff capacity couldn't accommodate that work on top of what it does now for regular and on-going ILS maintenance and troubleshooting. Additionally, asking member libraries to embrace and prepare for a systemwide change may be ill-timed and unrealistic given the major disruption to staffing and services caused by the COVID-19 pandemic.

Sierra is not without its shortcomings, but no ILS is, and the task force feels it continues to serve our members well. Reviewing the 84 staff responses to a survey on Sierra (June 2021), the task force noted that 96% felt meets or exceeds staff expectations for all major areas. The general response from the task force is that Sierra meets our libraries' collective needs at this time.



What bolstered our final decision was the fact that Innovative dropped its initial quote 46% from \$368,000 to \$197,963. Innovative bundled many more products for our system in its proposal, and attempted to bring costs down. This offer is long overdue but does demonstrate that the company does not want to lose our business. MCFLS staff feel it is possible the company is more able and willing to negotiate pricing in recent years due to its acquisition away from a private equity firm, first by Ex Libris, a subsidiary of ProQuest in 2020, and then in 2021 by Clarivate, a publicly-traded company whose products are tied to research institutions. The sentiment from Marshall Breeding is that Innovative may be better positioned to become a formidable competitor in the public library market because of Clarivate's business and product strategies.¹ Clarivate has a few subsidiaries that are ILS products including Innovative's Sierra and Polaris product. Breeding feels this could mean greater communal access to product development and support in general.

¹ Breeding, Marshall. *Clarivate to Acquire ProQuest*. Smart Libraries Newsletter (July 2021). accessed online at <https://librarytechnology.org/document/26445>.

When reaching out to other Sierra libraries, a few reported that Innovative's customer service has been more responsive in recent years. Again, this may have to do with the change in ownership of the company. MCFLS can attest that Innovative has begun a new practice with all customers over the last year, where it holds a standing monthly conference call where its staff go over outstanding help desk tickets as well as any local concerns. In addition, the company has started offering more webinars and online discussions with the Innovative Users Group (or IUG) comprised of actual library customers. These are open to anyone and scheduled on an on-going rather than only during the annual IUG conference. Training materials have been [centralized to one Innovative web site](#) and no longer require a password. One librarian from the Minuteman Library Network who just completed a four-year tenure on the Innovative development process known as the Idea Lab, said he feels there's been substantial improvements to Sierra and Polaris products in the last 18 months. He said this is due to Innovative supplying a dedicated employee to product development and expanding communication. The task force feels all of these are steps in the right direction from the company.

Recommendation for ILS & the Public Catalog

The ILS Review Task Force recommends that MCFLS stay with Sierra from Innovative Interfaces as our next system software, accepting the company's proposed contract which would cover July 1, 2022-June 30, 2027. The process for reviewing Sierra should occur again in four years with the committee comprised of both system and member staff.

One exception to this recommendation ties back to the public catalog. MCFLS currently makes use of Innovative's Encore product for CountyCat, the tool all patrons use to locate and place holds on library materials system-wide. The office manages an on-site server for Encore now three years old. While Innovative has confirmed support for Encore will continue for the foreseeable future, that product has not received any new developments for several years. It is not web accessible or mobile-friendly. During the ILS Review, Innovative presented on Vega, its replacement product to Encore. Despite reviewing Vega, the task force feels more time needs to be dedicated to identifying the best product for our libraries. Part of the rationale is that a few different third-party products could be set up with our backend Sierra software. Along with Vega, other options include Pika (*from the Marmot Library Network*), Aspen (*from ByWater Solutions*) and Bibliocommons (*from Bibliocommons*). Each of these products are currently implemented in at least one Wisconsin Public Library System also on Sierra (Northern Waters, Wisconsin Valley Library Service and IFLS respectively).

In requesting a revised quote from Innovative, MCFLS asked for an option that did not include Vega or Encore. Our recommendation is that Encore remain a MCFLS-paid annual expense (\$37,202) with Innovative providing a separate invoice for it. The evaluation for an Encore replacement should resume in late 2022 with the group making a decision by Q2 of 2023 and working to get the next product in place by June 2024. This would allow for a smooth transition off Encore that coincides with its renewal period.

In accepting Innovative's proposal, the task force identified what it sees as important post ILS Review activities.

For 2022

- Schedule ten hours of Innovative workflow consulting that is tied to Acquisitions and Serials. The goal will be to evaluate current parameters and look for ways to improve staff efficiency with Sierra.
- Work with Innovative to activate Sierra Scheduler, Automatic Authority Control and Volume Level Holds
- Set up the new Mobile Worklists app for all members and train on title priority paging.
- Set up a policy to provide each libraries' Circulation staff a set number of logins to Sierra Web.
- Investigate a public catalog product to replace Encore using initial research from this project
- Implement the Syndetics/Unbound subscription with Encore and discontinue the Novelist Select product (*a \$28,500 cost savings to MCFLS*).

For 2023

- Schedule ten hours of Innovative workflow consulting tied to Cataloging and Circulation. The goal will be to evaluate current parameters and look for ways to improve staff efficiency with Sierra.
- Work with Innovative to migrate new Sierra servers and a test training system on ProQuest's hosted environment.
- Decide on a replacement product for the Encore public catalog
- Use the test server to identify improvements for the production Sierra server and to do preliminary software upgrades.

Beyond the ILS Review Process

This project opened our eyes to the extent our libraries are not thinking about any type of workflow changes that might lead to improved efficiencies. This became clear after the ILS demonstrations and from the responses of other Sierra libraries. MCFLS would benefit from reviewing how and why a few modules were set up the way there were. Innovative needs to be approached more often and asked to lay out all options available for several functional areas. Doing this would help MCFLS make better use of the software over the long term.

It is important that the work begun by the task force continues. Therefore, the group's final recommendation is that LDAC approve the creation of a new ILS Functionality subcommittee made up of staff from different libraries and who serve on other LDAC subcommittees. Participants of this subcommittee would be initially asked to meet frequently, likely every other month, to give feedback on new products or parameters Innovative activates for the system. After that, the subcommittee would meet three times a year where it pursues such activities as:

1. Providing a forum for the discussion of existing ILS issues & needs tied to Sierra;
2. Participating alongside system staff in both national and local trainings and IUG meetings;
3. Reviewing the Innovative roadmap each year to stay on top of its software updates and product development;
4. Submitting and voting on ideas for the Innovative Idea Lab enhancement program;
5. Managing a list of existing & new parameters that either single libraries or MCFLS as a whole consider adopting;
6. Work with MCFLS to identify training opportunities for staff.

The MCFLS office thanks all member libraries and the task force participants for its contributions to this project.

Appendix A

Positives for Symphony/BLUEcloud

- *Systems administration:* This part of the software is user-friendly and an improvement from the character-based screens offered with Sierra. Administrators can control if another library's records are viewable or not in the areas of serials and acquisitions. In addition, this product offers a history or audit of tasks performed by staff which is something MCFLS does not currently have.
- *Reporting:* Sirsi-Dynix offers multiple reporting products with its ILS, and the company has made great efforts with development in this area. One of the options includes SQL access which MCFLS staff currently use now with Sierra to create custom reports for libraries. The BLUEcloud Analytics product stands out as being impressive. It features a web dashboard where MCFLS could construct lists of reports available to be run as needed by member libraries.
 - The BLUEcloud Analytics and BLUEcloud Circ are both web-based. These products have a clean, intuitive interfaces that look easy to learn and train others on.
- *ERM:* The Electronic Resource Management product is better than the one from Innovative because it provides a method for integrating OverDrive titles into the public catalog without the need for batch MARC record loads. This is currently a manual task MCFLS staff perform with Sierra.
- Several libraries report that Sirs-Dynix is a very responsive company with great customer service.
- The company offers fair pricing and has more training options included with its annual subscription than Innovative.

Negatives for Symphony/BLUEcloud

- *General functionality:* During the demonstrations, the focus was on the company's web-based products (Symphony Web and BLUEcloud). The representatives didn't allude to the fact that technical services staff would realistically need to rely on the desktop client application (Workflows) to access the most functions. In talking with the Wisconsin Sirsi-Dynix libraries listed above, it became clear that Workflows was the version staff used almost exclusively and that it would be some time before the functionality found there would be available in the web equivalents of the product. Circulation staff and staff working with reports, however, can rely on the Symphony web products without running into limitations. More transparency about this from the company would have been better, and given a more accurate picture of how libraries truly use the system.
- *General functionality:* Task force members found the interface of the desktop software (where the most functions live) to be cumbersome and inefficient as compared to Sierra. The software allows for the creation of a custom toolbar of specified tasks, and multiple tabs can be pinned to stay in place on the screen (with the number of tabs set to a limited amount), but the task force still felt information wasn't consolidated well on the window displays. There was a feeling of a lot of clicking to navigate and perform tasks. It seems as though a separate tab needs to open to complete most tasks.
- *Acquisitions:* Sirsi-Dynix's ILS does not offer an equivalent to the Innovative Quick Click product MCFLS members use to quickly bring over order records into Sierra from Baker & Taylor or Midwest Tape's web sites. That eliminates the need for staff to upload batches of MARC records and manually create order records. The Lakeshores Library System showed an automated acquisitions workflow where batches of records are scheduled to go in and out of the system while communicating to vendors about order status. That method looked like something MCFLS could replicate. However, the Quick Click product integration has become commonplace within MCFLS and makes for an efficient workflow. Coupled with this, is the fact that Sirsi-Dynix doesn't use order records but rather items with an on order status. A move to this ILS would translate into a completely new ordering and receiving workflow that impacts all members but especially MPL given the considerable amount of materials purchasing it does annually.
- *Cataloging:* This area of the ILS was interpreted as being on par with Sierra. A negative is that the Sirsi system does not offer the same extent of authority control/heading reports available from Sierra. Our libraries do not outsource authority control work. It also does not offer some type of equivalent to the local bibliographic fields currently offered in Sierra which allows suburban libraries to communicate with the Cataloging department of our resource library, the Milwaukee Public Library (MPL). The fields/codes in current bibliographic records (known as Cat Flags) provide MCFLS
ATT D - ILS Review Final Recommendation
8 of 10

with a method for managing centralized cataloging in a smooth fashion. At any point, staff know what stage of processing a title is in and when it will receive full cataloging. The bottom line is that a new workflow for shared cataloging and records management would need to be developed for MCFLS. Further, all technical services library staff would need training in MARC fields since those are prominently displayed and relied upon in the Sirsi-Dynix ILS.

- *Serials:* Sirsi-Dynix has a nice feature where it offers centralized publication patterns. This lets libraries copy and share set up patterns as needed. Other than this, the task force was underwhelmed by this area of the ILS. In speaking with the vendors, including Sirsi-Dynix, they made it clear that subscription patterns do not migrate from one ILS to another. This has negative implications for our member libraries. It translates into a large amount of work for all members but especially MPL which has an extensive periodicals collection with complex holdings. The subscription patterns would all need to be recreated manually.

Positives on Sierra

- See the Our Findings section above.
- *API:* With each upgrade, new API end-points are being added to the software which allow libraries to perform more tasks with outside companies who have access to Sierra by specific area. (*e.g., one endpoint will pull out a patron's reading history from Sierra so that a third-party mobile app can display the information after the person logs in*).
- *Authority Control:* Sierra offers a number of headings reports for managing authority records that are not available from the other ILS products.
- *Serials:* Out of the four ILS products considered, Sierra had the most robust module for managing periodicals.
- *Reports:* Although Sierra Statistics and Web Management Reports are fair, member libraries also have access to Create Lists and custom SQL reporting. Having the combination of these products, the group feels Sierra meets local needs for reports and statistics. Ideally, Innovative would explore consolidating Sierra Statistics and Web Management Reports with its web-based Decision Center product, developing that much more and then bundling the within its core package.
- *The Mobile Worklists app:* This is an award-winning app that lets staff take Sierra to the stacks. You can use it to create a list by scanning barcodes, fill title-level holds and perform inventory tasks. Hopefully, item-level holds functionality is forthcoming but it is missing right now.

Negatives on Sierra

- *Circulation:* Sierra lacks a good, canned report or method for identifying items that have been in transit between libraries for too long where staff cannot locate them in the system. MCFLS has a custom SQL report set up to work around this but it is an issue other libraries complain about.
- *Electronic Resources Management:* Although Sierra has a module for this area, the product doesn't allow libraries to manage digital collections in terms of integrating and tracking holdings outside of the ILS with another company's product or service. Libraries can create records representing their online subscriptions and licenses but staff still need to manually load records into the system if they want to display the titles in the public catalog and provide access to them.
- *Older, Outdated Products:* Innovative has a number of legacy products not really being developed which is frustrating. Examples include the Electronic Resources Management (ERM) and Web Access Management (WAM) modules. The company is dedicating considerable effort to Vega's development the last two+ years. MCFLS hopes the Idea Lab will lead to tangible improvements on its existing functional areas like Acquisitions and Circulation.
- *Systems Administration:* This area of Sierra consists of bulky tables that are especially hard for library consortia to manage on behalf of multiple libraries. There are no drop-down menus where an individual library's parameters can be reviewed and set. On top of this, the areas for managing load profile tables and system parameters rely on a hard-to-use telnet application that features character-based menus. The load profile management table recently won an Idea Lab challenge among customers which means a new development will go into a future Sierra release.

Library	2021 Resident Circulation	Percent of total circ.	2022 III Basic software	2023 III Basic Software	2022 III Add-On software	% of 2022 Add On Software	2023 Add- On Software	2022 Total III Costs	2023 Total III Costs	% Change
Brown Deer	50,654	1.3%	\$3,881	\$3,268	\$1,915	3.83%	\$1,594	\$5,796	\$4,863	-16.1%
Cudahy	112,802	2.9%	\$6,365	\$5,359	\$1,834	3.67%	\$1,527	\$8,199	\$6,886	-16.0%
Franklin	276,504	7.0%	\$12,906	\$10,868	\$1,114	2.23%	\$927	\$14,020	\$11,795	-15.9%
Greendale	141,036	3.6%	\$7,493	\$6,310	\$2,395	4.80%	\$1,994	\$9,888	\$8,303	-16.0%
Greenfield	164,948	4.2%	\$8,448	\$7,114	\$4,869	9.75%	\$4,053	\$13,317	\$11,167	-16.1%
Hales Crns.	54,486	1.4%	\$4,034	\$3,397	\$727	1.46%	\$605	\$4,761	\$4,002	-15.9%
Milwaukee	1,509,131	38.2%	\$62,159	\$52,344	\$20,295	40.64%	\$16,895	\$82,454	\$69,239	-16.0%
North Shore	208,467	5.3%	\$10,187	\$8,578	\$1,042	2.09%	\$867	\$11,229	\$9,446	-15.9%
Oak Creek	174,886	4.4%	\$8,845	\$7,449	\$2,880	5.77%	\$2,398	\$11,725	\$9,846	-16.0%
St. Francis	181,128	4.6%	\$9,095	\$7,659	\$708	1.42%	\$589	\$9,803	\$8,248	-15.9%
Shorewood	110,732	2.8%	\$6,282	\$5,290	\$1,805	3.61%	\$1,503	\$8,087	\$6,792	-16.0%
South Milwaukee	68,050	1.7%	\$4,576	\$3,854	\$1,044	2.09%	\$869	\$5,620	\$4,723	-16.0%
Wauwatosa	479,573	12.1%	\$21,020	\$17,701	\$4,075	8.16%	\$3,392	\$25,095	\$21,093	-15.9%
West Allis	231,145	5.9%	\$11,093	\$9,342	\$4,200	8.41%	\$3,496	\$15,293	\$12,838	-16.1%
Whitefish Bay	187,097	4.7%	\$9,333	\$7,859	\$1,035	2.07%	\$862	\$10,368	\$8,721	-15.9%
Total	3,950,639	100.00%	\$185,717	\$156,391	\$49,938	100.00%	\$41,572	\$235,655	\$ 197,963	-16.0%
% of Total				79%			21%		100%	

- Innovative is moving away from itemized software lines and is instead offering "bundles" or packages of software. As a result, Basic and Add-on categories can be merged into a simpler ILS maintenance category moving forward.
- MCFLS is proposing to use the 2022 Basic Software and Add-On Software percentages to fairly distribute costs and allow all members to receive the benefits of the newly negotiated pricing. The 2022 Basic Software costs are 79% of the total and 2022 Add-on Software is 21% of the total.
- Resident circulation would still be used to determine costs per the ILS agreement. The amount divided between libraries would be 79% of the maintenance total. The remaining 21% would be distributed using percentages shown in column H. Column H reflects distribution of total Add-on Software costs for 2022.



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PH: 414-286-8149

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June 20th, 2022

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 2023 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 pandemic and the economic downturn.

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 **totalled nearly 750,000** checkouts.
- 2022 marks the third 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 almost **4 million items** circulated in 2021. The **estimated cost savings to taxpayers was around \$80 million**.

MCFLS is collaborating and adapting with our member libraries to meet the challenges posed by the pandemic and current economic downturn, but our ability to succeed in this new environment is hampered by threats to our funding. While we will see a modest increase in our state funding for 2023, the Department of Public Instruction has recently received a report from a consultant that explores 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 critical 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	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	\$66,650	\$116,650	\$66,650	\$100,000	(\$50,000)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$66,650	\$116,650	\$116,650	\$100,000	(\$50,000)

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Library Materials Circulated	3,267,137	3,959,509	6,100,000	4,500,000
Active Cardholders *	268,644	242,539	275,000	260,000
Digital Materials Circulated	770,580	746,650	850,000	760,000
Items Delivered	793,360	982,134	950,000	1,000,000
MCFLS and CountyCat Website Page Views	8,595,806	11,716,577	10,000,000	12,500,000
CountyCat Mobile Searches	8,737,957 **	3,310,782	11,000,000	4,000,000

* 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	2020 Actual	2021 Actual	2022 Target	2023 Target
Active Cardholders as a Percent of Population.	28%	26%	30%	28%

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.

The 2021 Budget included a one-time allocation of \$50,000 related to expansion of digital resource materials but is not included in the 2022 Budget. As a result, the County's discretionary contribution to MCFLS is \$66,650

CULTURAL CONTRIBUTIONS (1900) BUDGETUNIT NO. **1900**Department: **Cultural Contributions**FUND: **General — 0001****BUDGET SUMMARY**

	<u>2020</u> <u>Actual</u>	<u>2021</u> <u>Budget</u>	<u>2022</u> <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>66,650</u>
<i>Total Revenue</i>	<u>\$ 4,357,154</u>	<u>\$ 4,370,442</u>	<u>\$ 4,677,270</u>
<i>Budget Surplus/(Deficit):</i>	<u>68,113</u>	<u>-</u>	<u>\$ (26,777)</u>
<i>County Contribution as % of Total Revenue:</i>	<u>1.5%</u>	<u>3%</u>	<u>1.4%</u>



**MILWAUKEE
COUNTY**

RACIAL EQUITY BUDGET TOOL

2023 BUDGET CYCLE

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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.

Milwaukee County began using a Racial Equity Budget Tool (REBT) during the 2021 budget to ensure budget resources are allocated based on strategic priorities that advance the County's vision to become the healthiest county in Wisconsin. The 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 Milwaukee County's strategic focus areas to help departments and decision makers better understand the challenges and opportunities to advancing Milwaukee County's vision.

By initiating use of the REBT for the 2021 budget process, Milwaukee County developed a system to collect baseline data at the departmental level, pertaining to the strategic plan and budget. For the 2022 budget process, baseline data collection continued, and the responses to the REBT factored into funding decisions in the budget. New questions were added to the REBT that generated ideas for advancing the County's vision. Several of ideas submitted in departmental REBTs had a direct impact on the final 2022 Adopted Budget. Examples of these included:

- Funding a diversity recruiter in Human Resources to focus exclusively on external diverse recruitment efforts.
- Funding a dedicated workforce and data analytics expert

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 and analyze progress on departmental efforts to inform enterprise-wide decisions.

in Human Resources to help drive racial equity KPI.

- Prioritizing compensation funding toward equity-based adjustments.
- Lowering the cost of phone calls for residents in the House of Correction and County Jail.

Now that Milwaukee County has baseline data on past departmental efforts and plans, there is an expectation departments show progress year over year in their

Overview (CONTINUED)

responses to questions. Each department may be at a different place in its ability to advance the County's strategic plan. As in years past, there is no right or wrong answer to questions. As part of the 2023 budget process, the Office of Strategy, Budget and Performance and County Executive Crowley will be reviewing REBT responses and looking at departmental progress from prior years to identify opportunities and departments that may need additional assistance. Therefore, please be sure to

reference any departmental progress on items called out in the department's prior year REBT.

The last new change this year is related to question 9. The question has not changed, but there is a new requirement that departments submit a corresponding Supplemental Budget Request form in Sherpa for each project/activity mentioned in its answer to receive consideration during the Recommendation Phase of the budget.

Milwaukee County Strategic Focus Areas

Milwaukee County's strategic plan explicitly recognizes that racism is 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, Milwaukee County leaders committed to use a racial equity budget tool to ensure resource allocations advance the strategic focus areas and vision. The questions in this budget tool were guided by the strategic plan and were informed by best practices from other jurisdictions and the Government Alliance on Race and Equity (GARE).

1. Create Intentional Inclusion

- Reflect the full diversity of Milwaukee County at every level of County government.
- Create and nurture an inclusive culture across the Milwaukee County government.
- Increase the number of Milwaukee County contracts awarded to minority- and women-owned business.

2. Bridge the Gap

- Determine what, where, and how we deliver services based on the resolution of health disparities.
- Break down silos across Milwaukee County government to maximize access to and quality of services offered.
- Apply a racial equity lens to all decisions.

3. Invest in Equity

- Invest "upstream" to address root causes of health disparities.
- Enhance Milwaukee County's fiscal health and sustainability.
- Dismantle barriers to diverse and inclusive communities.

Instructions

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. Training and technical assistance will take place on Microsoft Teams.

- If you understand the question, but have difficulty determining how to answer a question, please contact your budget analyst for assistance.
- The Office of Equity should only be contacted about 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 EquityOffice@milwaukeecountywi.gov.



RACIAL EQUITY BUDGET TOOL

Date Submitted: July 1, 2022

Department: Milwaukee County Federated Library System

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

STRATEGIC FOCUS AREA 1: CREATE INTENTIONAL INCLUSION

1. 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 5.38 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 \$405,000 and fringe benefits around \$161,000 after staff copays are taken out.

2. How do you use professional development and advancement opportunities to promote equity in your department's workforce? What resources are used to support these opportunities for professional development and advancement (include staff time; does not have to be financial only)?

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 and Wakanheza Project Training Workshop.

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. This led to the establishment of our MCFLS Inclusive Services ad hoc committee made up of system and member library staff that discuss ongoing issues and improvement of services to all residents, but particularly those relevant to people of color. In early 2022 the MCFLS Board of Trustees adopted the DPI Inclusive Services Statement upon the recommendation of member libraries. This adoption supports the committee's efforts, including assistance to member libraries as they implement changes using the state.

MCFLS budgets \$9,000 for continuing education and participation in the SEWI group of libraries. In addition, the system has added \$10,000 to support inclusive services activities in 2022.

ATT E - 2023 County Budget Request and REBT Responses

3. 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.

4. Are you tracking contracts with minority and women-owned business? If yes, please share percentages of each. If no, why not?

MCFLS has not tracked contracts with minority or women-owned businesses to date. Our major contracts and agreements are usually with the City of Milwaukee and the Milwaukee Public Library, although we do use vendors for other purposes. Our system plans to put in place a new financial system and we will attempt to track these types of contracts once the system is set up. As an aside, there is a high probability the system will be contracting with a minority-owned business for sorting of library materials in 2023.

STRATEGIC FOCUS AREA 2: BRIDGE THE GAP**5. How and when have service users, in diverse and inclusive communities, and other key stakeholders been engaged to inform decisions about changes in funding levels for services provided in 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.

6. 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: 36% 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.

7. How does your budget reflect efforts to work across departments to break down silos to maximize access to and quality of services offered? How does this help us achieve the vision of achieving equity and health?

MCFLS has worked hard in recent years with the help of others to break down silos and barriers to access to libraries and materials. A silver lining of the pandemic has been that our communication with other library systems and libraries throughout the state has improved dramatically and offered us opportunities for shared services that may have not materialized previously.

- In 2022 and 2023 the system will take the lead on several ARPA grants that will save significant money and expand access to residents. We are participating in one ARPA grant through DPI that will provide one year of access to Brainfuse JobNow and HelpNow that offers one-on-one tutoring and job help and will save member libraries (including Milwaukee Public Library) around \$60,000 in 2022. MCFLS is also acting as fiscal agent for a grant to provide self-service materials lockers to allow patrons to pick up materials from libraries after hours. These expanded services will last beyond 2023 and may open the door to others.
- Through the DPI LAWDS grant (Libraries Activating Workforce Development Skills) MCFLS has established relationships with local job centers as well as Employ Milwaukee to increase access to those seeking job or career assistance. The system has and will continue to devote staff time and expertise to help our partners establish relationships with our member libraries and help expand their reach.
- Significant MCFLS staff time and expertise has also been expended in assisting libraries with increasing access to library materials and resources through the MPL LibraryNow program. LibraryNow serves all MPS students and has become a model of resource sharing with other school systems in the County including those in Brown Deer, Greendale, and Hales Corners.
- MCFLS also works with several other systems to provide high quality continuing education and training to share costs and expertise. For example, MCFLS has provided services as fiscal agent for cybersecurity training for the last several years. This training assists five systems in southeast Wisconsin and helps to keep our networks safe from malware and malicious emails.

8. 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 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.

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 that we have already accomplished for 2022 and will do so in 2023. Those in disadvantaged communities and people of color have gained more information on what is available to them through the library system and all the resources available to them with their library card. All of this marketing has been created using positive and representative images to reinforce the library as a cornerstone institution within the communities they serve.

- 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. The system has set aside funding for inclusive and youth services activities, including training and outside speakers to help our member libraries become more responsive to our communities.

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 has just received the first draft of a report suggesting a revision of 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.

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.

STRATEGIC FOCUS AREA 3: INVEST IN EQUITY

9. If your department were to receive some additional funding for addressing racial equity, what specific strategic plan priority would you address, what would be the project/activity and intended outcome, and *how much would it cost*? For each project/activity to receive further consideration during the Recommendation Phase of the budget, the department must also submit a Supplemental Budget Request form in Sherpa during the Request Phase of the budget.

Possible project ideas:

- Financial support for inclusive services assessments of library services and buildings.
- Support for inclusive services training and/or outside speakers to engage member library staff.
- Additional financial support for the purchase of DEI electronic book/audiobook titles for all County residents.

10. What is your department doing to dismantle barriers to diverse and inclusive communities, including meeting multilingual needs and other communication or accessibility barriers?

Dismantling barriers for 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 2022, the system spent roughly \$3,000 translating online forms for library card renewals and other forms into Spanish and other languages.
- 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.
- In 2022 the system will be adopting a new CountyCat mobile app product that offers 11 language options, including changing the default language options for the app to German, Spanish, French, Chinese, Vietnamese and Korean.

We support multi-lingual needs through a number of budget lines totaling around \$6000, including support for multilingual forms. Member libraries pay the costs of the electronic magazines, which for 2023 is around \$8,500. This does not include the thousands of multi-language materials owned by member libraries and made accessible through the online catalog and mobile app.



Appendices

Appendix A:
Glossary

Appendix B:
Frequently Asked Questions

Appendix C:
Resources by Strategic Focus Area

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.

Diversity: 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 just, fair, and impartial treatment, acceptance, or behavior of people without favoritism or discrimination. Equity means righting wrongs, doing what’s right, and giving people what they need to thrive, which is different from equality, which means everyone gets the same thing regardless of circumstance or need.

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.

Inclusion: Assurance that the culture, values, and opinions of individuals and groups are represented in the decision-making processes.

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 who 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.)

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

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: The just and fair inclusion of all people in society, regardless of their race/ethnicity, with unfettered ability to participate, prosper, and reach their full potential. Racial equity is achieved when race no longer determines one’s health and socioeconomic outcomes and when everyone has what they need to thrive and decide what’s best for themselves, their families, and their communities, 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 strategic focus areas among department leaders and employees so we are all challenging ourselves to think critically about our efforts to advance the vision.
- 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? 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 Milwaukee County looked to for guidance include 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 Milwaukee County's strategic plan.

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

Milwaukee County's structural deficit and budget challenges are no secret. However, Milwaukee County still has an annual budget of over \$1 billion. Whether the County is

making disinvestments or investments, those decisions must be made with racial equity at the forefront of decision-makers' minds. Departments should think critically about their current assumptions and spending versus shifting investments to address root-causes of inequities.

COMPLETING THE TOOL

4) Are there right answers to the questions?

Responses to this tool will inform our future action to see where Milwaukee County can improve on the path to health and 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 faces a different set of barriers and opportunities. While there are no right answers, the information provided in the tool will be used for decision making throughout the budget process and will be available to the public. Therefore, 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 will differ from department to department. Likely people to include are department leaders, fiscal staff, administrative staff, and Racial Equity Ambassadors.

APPENDIX B

FREQUENTLY ASKED QUESTIONS

(CONTINUED)

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?

A budget is a reflection of priorities. Ultimately, Milwaukee County's budget should reflect our values and advance our vision and strategic plan. However, we acknowledge our organization is on a journey to continuously improve our efforts toward health and racial equity. The REBT is meant to spur conversations among department leaders and staff about what they are and are not able to do in a given budget year to advance the vision. To that end, the tool is not an absolute directive to departments. In years one and two there were no set expectations, but in year three there is an expectation that departments show how their budgets help Milwaukee County make progress toward its vision.

9) How do I complete a Supplemental Budget Request form in Sherpa for responses to Q9?

Fiscal staff can refer to the Operating Budget Instructions for how to complete this form.

10) 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.

11) 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.

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 (e.g., County Executive, County Board Supervisors, department directors) have questions about the information provided in the REBT, the department should be prepared to answer them. We are all partners in Milwaukee 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 these important conversations. The work presented in the budget tool should be defensible, but most of these questions do not have a clear right or 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 analysis, then we can make space for different perspectives to find the best path forward with the information we have available.

16) Will the budget tool submissions be scored?

No, the REBT submissions will not be scored. However, they will be made available to the public and reviewed by the County Executive's office, the Office of Equity, the Office of Strategy, Budget and Performance, and the Board of

APPENDIX B

FREQUENTLY ASKED QUESTIONS

(CONTINUED)

Supervisors.

LOGISTICS

17) When will the budget tool be due?

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

18) 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, frontline staff).

If you need assistance understanding what the question is asking, contact your budget analyst for assistance.

As in years past, “drop-in” sessions are being planned to assist departments with completion of the REBT. These sessions are expected to occur in June.

The Office of Equity should only be contacted about 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 EquityOffice@milwaukeecountywi.gov.

APPENDIX C

RESOURCES BY STRATEGIC FOCUS AREA

STRATEGIC FOCUS AREA 1: **Create Intentional Inclusion**

- [2020 Milwaukee County Workforce Audit](#)

STRATEGIC FOCUS AREA 2: **Bridge the Gap**

- [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](#) (Wisconsin Department of Public Instruction)
- [Private School Enrollment](#) (Wisconsin Department 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)

STRATEGIC FOCUS AREA 3: **Invest in Equity**






- [Public Participation Model](#)

Additional County Resources

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

PUBLIC PARTICIPATION MODEL

INCREASING THE IMPACT ON THE DECISION

	INFORM 	CONSULT 	INVOLVE 	COLLABORATE 	EMPOWER/LEAD 
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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ONE COUNTY ONE VISION

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

county.milwaukee.gov/vision



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June 20th, 2022

May/June 2022 Director's Report

Summary of activities

ILS Review Activities

- The ILS Review team concluded its work, having met several times in May to discuss pros and cons of both Sirsi-Dynix Symphony and Innovative Sierra. The team submitted our final scores and recommendation to the LDAC on June 2nd. The recommendation was approved unanimously.
- If approved by the MCFLS Board, system staff are prepared to sign a five-year contract with Innovative that will bring down member library and system costs as well as provide additional functionality to member libraries and patrons.

Business Manager Position

- The job announcement was posted to Indeed.com, library listserv addresses and the WLA jobs site on May 9th and closed May 20th.
- Our interview team includes representatives from West Allis, Wauwatosa and MPL. The team met the week of May 23rd to vet candidates and set up interviews for June 14th and 15th. A list of interview questions have been developed and some sent in advance to the candidates.
- Ideally, our candidate will start the week of July 18th and receive training from Judy for several weeks. Judy will take vacation days starting August 1st but has agreed to be on call during this time.

InfoPass Go-Live Date

- The InfoPass Steering committee made up of local public and academic libraries met on June 1st and approved a plan to go live with the revamped resource sharing program on August 15th.
- Interested libraries can indicate their interest by filling out a form by August 1st and signing a participation agreement.
- MCFLS is being reimbursed for project management and fiscal agency for the project. Current 2022 project management costs were approved at the rate of \$1,037.50.

Upcoming Activities

1. Preparing the mid-year budget revision.
2. Meeting with the Finance and Personnel committee to examine the 2021 system audit and bring to the MCFLS Board for approval.
3. Guiding libraries through implementation of the ARPA materials lockers project.