NOTICE

Milwaukee County
Federated Library System
Board of Trustees

Monday, July 18th, 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. Introduction of new MCFLS Business Manager, Brittney Hornung.

3. Adoption of agenda

   Action

4. Approval of minutes: the MCFLS Board of Trustees meeting on June 20th, 2022

   Action   Attachment A

5. 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

6. Library Directors Advisory Council

    a. No meeting was held in July 2022

7. MCFLS Finance and Personnel Committee

8. MCFLS Legislative and System Services

Administrative reports requiring action

9. Financial Report – June 2022

                                        Action   Attachment B

10. Discussion: Changes to MCFLS Board meetings for remainder of 2022
                                        Action   Attachment C

Administrative Informational Items

11. County response to inquiry on interest deficit issue

                                                            Attachment D

12. 2023 County Budget Request and Racial Equity Budget Tool responses submitted to Milwaukee County. Includes additional funding requests for equity projects.

                                                            Attachment E

13. 2021/22 MCFLS Technology Report

                                                            Attachment F

14. Wisconsin Trustee Training Week 2022
    a. Link to register: https://www.wistrusteetraining.com/

15. Director's Report

                                                            Attachment G

Next meeting date: Scheduled for Monday, August 15th at 3:30 pm. Location TBD.

Milwaukee County Federated Library System
Board of Trustees
Regular Monthly Meeting held Monday, June 20, 2022
Zoom Meeting

ROLL CALL

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

Excused: Elizabeth Suelzer, Trustee

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

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 3:30 p.m.

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

APPROVAL OF MINUTES. President Ziehler referred to the minutes of the May 16, 2022 meeting shown as Attachment A of the agenda packet. Being no corrections noted, Vice President Shea moved and Trustee Snyder seconded a motion to approve the minutes as presented. Unanimously approved.

PUBLIC COMMENT. None.

MCFLS STANDING COMMITTEE REPORTS

Library Directors Advisory Council.
        Report of the June 2, 2022 Meeting. LDAC Chair Amy Krahn reviewed her report of the June 2, 2022 meeting shown as Attachment B of the agenda packet and responded to questions from the Board. Trustee Snyder moved and Trustee Deluhery seconded a motion to accept the report and place it on file. Unanimously approved.

        [Joan Johnson arrived at 3:34 p.m.]

MCFLS Finance & Personnel Committee. No meeting since last MCFLS Board Meeting therefore no report.

MCFLS Legislative & System Services Committee. No meeting since last MCFLS Board Meeting therefore no report.

ADMINISTRATIVE REPORTS REQUIRING ACTION

Financial Report – May, 2022. Director Heser referred to the May, 2022 financial report which is shown as Attachment C of the agenda packet and noted he had nothing out of the ordinary to report; Business Manager Judy Kaniasty agreed. Director Heser did report that the County Trust Account, where the State Aid and grant funds are deposited, experienced a big interest loss for the first quarter of the year of $9,267 on top of the 4th quarter 2021 loss of $2,422 and another loss is expected at least for the 2nd quarter of 2022; County Treasurer staff predict losses for some time. President Ziehler questioned where the County invests and he was surprised governmental funds could be invested at all. Trustee Snyder pointed out that taking our money out could negatively impact the other County departments and cautioned MCFLS about that impact. President Ziehler requested more information be gathered and reported back to the Board about the situation. The mid-year budget will be adjusted to reflect the negative activity. Trustee Johnson moved and Vice President Shea seconded a motion to Accept the May 2022 Financial Report as presented. Unanimously approved.

Review of ILS Review Workgroup Recommendation. Jen Schmidt reported that the LDAC has approved the ILS Review Workgroup recommendation at their last meeting and noted that the ILS review was very educational and she provided a thorough review of the ILS Review Workgroup Report, shown as Attachment D of the agenda packet. The detailed report outlines every aspect of the process and the recommendations: (1) remain with the current Sierra ILS product for the next five years at a reduced annual maintenance cost and to do a formal review of the public catalog product, currently Encore, during 2023 to see whether there might be a better product for MCFLS beginning in mid-2024; and (2) create an LDAC ILS Functionality Subcommittee. Jen Schmidt noted that additional products are included in the proposal and listed in the report. Director Heser noted that the cost of annual maintenance was reduced over $30,000 which is paid by the member libraries, and the proposal includes being cloud-hosted which is desired and common for new customer installs. Trustee Snyder inquired whether Innovative has had any recent security breaches that MCFLS should be concerned about and Jen Schmidt indicated she was not aware of any. Trustee Johnson moved and Trustee Deluhery seconded a motion to accept the ILS Review Workgroup/LDAC recommendations as presented. Unanimously approved.

Director Heser referred to the cost breakdown for annual Innovative software maintenance on page 20 of 42 of this agenda which reflects a 16% decrease across the board for all member libraries for 2023 and reported that the LDAC was comfortable with the proposed pricing as presented.

President Ziehler thanked staff and the ILS Review Workgroup for all of the work and efforts on this important project which is appreciated by the Board.

2023 County Budget Request and Racial Equity Budget Tool Responses. Director Heser reviewed the 2023 County Budget Request and Racial Equity Budget Tool responses shown as Attachment E of the agenda packet and questioned exactly how much the MCFLS Board wanted to request? The submission deadline for the budget request is July 15 and the Board meets next on July 18 so that is why the discussion is being held today. The amount requested for operations has been $66,650 for a good number of years now and two years ago MCFLS received $50,000 for digital content to enhance

electronic book offerings to the public during the onset of the COVID-19 pandemic. Discussion ensued regarding the possible project ideas as investment in equity Trustee Snyder asked whether the effect of the past $50,000 from the County for the digital content was measured and whether it reached the target audience. Director Heser responded that it circulation was measured using those funds but it is hard to know whether the target audience was reached due to confidentiality. It was noted that the bigger problem with reaching target audiences is having the electronic devices to access the digital content and Joan Johnson updated the MCFLS Board on a specific program that the City of Milwaukee is working on to gain internet access and infrastructure for all to gain access.

Trustee Johnson moved and Trustee Snyder seconded a motion to request a total of $150,000 from Milwaukee County--$50,000 going towards two racial equity projects—additional financial support for the purchase of DEI electronic book/audiobook titles for all County residents and support for inclusive services training and/or outside speakers to engage member library staff. Unanimously approved.

Director Heser noted he would update the components of the County Budget request affected by this motion and share it with the Board prior to submission for final input.

ADMINISTRATIVE INFORMATIONAL ITEMS

Director's Report. Director Heser reviewed his report shown as Attachment F of the agenda packet and thanked the Business Manager Interview Team for their time and energy they shared with MCFLS noting that a final candidate would be selected by the end of the week.

Trustee Johnson inquired as to a new MCFLS Board Treasurer selection since Nik Kovac has left the MCFLS Board. President Ziehler stated that he would consult with Director Heser as to the remaining members of the Finance & Personnel Committee and make a recommendation for consideration at the next meeting.

NEXT MEETING. Scheduled for Monday, July 18, 2022 at 3:30 p.m. and it is hoped that a hybrid meeting can be arranged allowing in-person attendance as well as Zoom online meeting software.

ADJOURNMENT. With no further business to be addressed, Trustee Snyder moved and Trustee Deluhery seconded a motion to adjourn the meeting at 5:00 p.m. Unanimously approved.

M.C.F.L.S.
Financial Report
For the Six Months Ending June 30, 2022

		Annual Budget	Year to Date	%	Balance	%
1						
2						
3	**General Revenues**					
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	$ 7,026	(38.82)	$ 11,074	(61.18)
9	Member Postage Revenue (57)	$ 20,900	$ 3,882	(18.57)	$ 17,018	(81.43)
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	$ 12,716	(63.58)	$ 7,284	(36.42)
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	$ 3,022	(44.44)	$ 3,778	(55.56)
19	Carryover Revenue	$ 15,000	$ -	0.00	$ 15,000	(100.00)
20	Staff Benefits/Co-Pay Revenue	$ 58,875	$ 21,957	(37.29)	$ 36,918	(62.71)
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	$ 1,287	(50.57)	$ 1,258	(49.43)
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	**Total General Revenues**	$ 4,491,959	$ 4,199,717	(93.49)	$ 292,242	(6.51)
27						
28	**Special Revenues**					
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	**Total Special Revenues**	$ 271,378	$ 107,360	(39.56)	$ 164,018	(60.44)
33						
34	**Total Revenues**	$ 4,763,337	$ 4,307,077	(90.42)	$ 456,260	(9.58)
35						
36		Annual Budget	Year to Date	%	Balance	%
37						
38	**General Expenditures**					
39	Fringe Benefits Expense	$ 273,215	$ 108,735	39.80	$ 164,480	60.20
40	Salaries Expense	$ 431,956	$ 201,724	46.70	$ 230,232	53.30
41	Telephone Renewal Expense	$ 750	$ 283	37.73	$ 467	62.27
42	Member Ecom Transact Exp (18)	$ 6,800	$ 3,015	44.34	$ 3,785	55.66
43	TNS Calls/Notices Expense	$ 1,450	$ 567	39.10	$ 883	60.90
44	Conference/Training Expense	$ 5,000	$ 623	12.46	$ 4,377	87.54
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	$ 271	10.84	$ 2,229	89.16
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	$ 60,000	41.38	$ 85,000	58.62
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	$ 13,030	62.34	$ 7,870	37.66

M.C.F.L.S.
Financial Report
For the Six Months Ending June 30, 2022

59	Telephone Expense	$	7,000	$	2,136	30.51	$	4,864	69.49
60	Meetings Expense	$	1,000	$	338	33.80	$	662	66.20
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	$	6,984	55.87	$	5,516	44.13
64	Payroll Service Expense	$	5,400	$	2,398	44.41	$	3,002	55.59
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	$	8,400	50.00	$	8,400	50.00
68	MCFLS Telecomm. Maint. Expense	$	30,000	$	34,893	116.31	$	(4,893)	(16.31)
69	OCLC Expense (10)	$	135,047	$	137,388	101.73	$	(2,341)	(1.73)
70	MCFLS Computer Room Equipment	$	10,000	$	657	6.57	$	9,343	93.43
71	MCFLS Software Expense	$	7,000	$	1,318	18.83	$	5,682	81.17
72	MCFLS Equipment Expense	$	15,000	$	4,459	29.73	$	10,541	70.27
73	Member Special Projects (15)	$	70,000	$	33,937	48.48	$	36,063	51.52
74	Sorting and Delivery Expense	$	291,700	$	120,197	41.21	$	171,503	58.79
75	MPL Resource Contract Expense	$	206,318	$	103,158	50.00	$	103,160	50.00
76	MPL Rent Lease Contract Exp.	$	129,815	$	47,694	36.74	$	82,121	63.26
77	ILS Expense	$	36,450	$	18,225	50.00	$	18,225	50.00
78	MCFLS Catalog Cont Exp to MPL	$	297,098	$	148,550	50.00	$	148,548	50.00
79	Member Catalog Contract (16)	$	151,176	$	75,588	50.00	$	75,588	50.00
80	MCFLS Collection Dev Tool Exp	$	26,972	$	-	0.00	$	26,972	100.00
81	Internet Expense	$	21,635	$	9,409	43.49	$	12,226	56.51
82	Contingency Expense	$	32,895	$	13,517	41.09	$	19,378	58.91
83	LSTA Technology Grant Exp (21)	$	36,014	$	68,008	188.84	$	(31,994)	(88.84)
84	Member Digital Content Exp (22)	$	243,299	$	158,299	65.06	$	85,000	34.94
85	Marketing Expense	$	45,000	$	8,171	18.16	$	36,829	81.84
86	Cooperative Purchasing Sub Exp	$	2,500	$	-	0.00	$	2,500	100.00
87	Member PC Mngmt License Ex	$	1,875	$	1,876	100.05	$	(1)	(0.05)
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	$	1,747,257	52.23	$	1,598,090	47.77
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	$	2,911,084	61.11	$	1,852,253	38.89
105									
106	**Revenue/Expenditures +/-**			$	1,288,633				

2022 Proposed MCFLS Board Meeting Dates

The MCFLS Board of Trustees has traditionally met on the third Monday of the month. The meeting dates below follow that schedule except when they conflict with a national holiday or to assist with state reporting deadlines (February and October). The November and December meetings have been combined on the last Monday in November.

Date	Time	Location
Monday, January 24th	3:30 pm	Zoom meeting room
Monday, February 28th	3:30 pm	Zoom meeting room
Monday, March 21st	3:30 pm	Zoom meeting room
Monday, April 18th	3:30 pm	Zoom meeting room
Monday, May 16th	3:30 pm	Zoom meeting room
Monday, June 20th	3:30 pm	Zoom meeting room
Monday, July 18th	3:30 pm	Zoom meeting room
Monday, August 15th	3:30 pm	Zoom meeting room
Monday, September 12th	3:30 pm	Zoom meeting room
Monday, October 3rd	3:30 pm	Zoom meeting room
Monday, November 28th	3:30 pm	Zoom meeting room

1. Deposits and Investments

To facilitate cash management of the County's resources, cash and investments are pooled in common accounts. These pooled common accounts are considered cash equivalents for the purposes of the statements of cash flows. The cash and investment balance in each fund represents the equity in these pooled resources.

The resources of the Special Revenue funds, the Custodial funds, the Pension Trust fund, and the Transit fund are restricted and are not available to the County to finance its operations. Deposits and investments of the Airports Trust are held separately from those of other County funds due to Revenue Bond restrictions. Deposits and investments of the Transit fund are held in separate accounts with Milwaukee Transport Services, Inc., a non-profit corporation. Deposits and investments of the Pension Trust fund are held in separate accounts with Employees' Retirement System. Deposits and investments of the Custodial Funds are held separately from those of other County funds.

The State of Wisconsin statutes authorize the County to invest in State-authorized financial institution time deposits that mature in not more than three years, bonds or securities issued or guaranteed as to principal and interest by the Federal government, bonds or securities of any municipality of the State, securities that mature not more than ten years from the date on which the security was acquired and which has a rating in one of the two highest categories assigned by a nationally-recognized rating agency, repurchase agreements secured by funds or securities issued or guaranteed as to principal and interest by the Federal government, and local government pooled investment funds. In addition, the Pension Board, as administrator of the Pension Trust Fund is authorized to invest in all types of investments deemed appropriate.

All investments are stated at fair value, including investments in the Pension Trust Fund.

Note 3 - Deposits and Investments

The majority of the deposits and investments of the primary government, excluding the Pension Trust Fund, are maintained in a pool of cash and investments in which each fund participates on a dollar equivalent basis. Interest is distributed quarterly to certain trusts and funds, which have been designated as interest earning funds. The remaining investment earnings are provided as an offset to costs for the government as a whole. A "zero balance account" mechanism provides for the sweep of deposits made to bank accounts and the payment for checks presented against accounts. The primary government, excluding the Pension Trust, then makes a decision to either transfer funds to an investment manager(s) or to maintain the funds in the financial institution. Funds sent to the investment manager(s) are used to purchase investments that meet the County's investment policy and State Statute requirements. The net funds maintained at the County's primary financial institutions earn a guaranteed rate of return set to the current market LIBOR rates and are secured by collateral in the County's name at a Federal Reserve Bank. The County maintains other bank accounts for convenience of deposit which may be transferred to the primary account as warranted.

Custodial Credit Risk - Deposits

The custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, the County will not be able to recover deposits or will not be able to cover collateral securities that are in the possession of an outside entity. All time and savings deposits (includes NOW accounts and money market deposits) held in an insured depository institution within the State of Wisconsin are added together and insured, by FDIC, up to $250. Separately, all demand deposit accounts (includes interest-bearing and noninterest-bearing deposits) held in an insured depository institution within the State of Wisconsin are added together and insured, by FDIC, up to $250. In addition, if the depository institution is outside of the State of Wisconsin, both time and savings deposits and demand deposits are added together and insured up to $250. The State Deposit Guarantee Fund insures deposits up to a total of $400 per entity, not per banking institution. Of the $122,775 of deposits with financial institutions, $1,742 is covered by Federal depository insurance and State governmental insurance, subject to availability of funds in the State's Deposit Guarantee Fund, $94,415 is collateralized with government securities held in a separate financial institution in the County's name, and $26,618 is uninsured, uncollateralized, or exposed to custodial credit risk.

Investments

On August 12, 2014 the County modified its Statement of Investment Policy ("investment policy"). The primary objectives of the modified investment policy are safety, liquidity, return and local interests. Investments will be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The goal will be to mitigate credit risk and interest rate risk. The investment portfolio will remain sufficiently liquid to enable the County to meet all operating requirements that may be reasonably anticipated. The investment portfolio will be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the County's investment risk constraints and liquidity needs. The County will support investment in local financial institutions to the maximum extent possible, consistent with all other investment objectives and will employ mechanisms to control risk and diversify its investments with respect to specific security types or individual security issuers.

Consistent with the Government Finance Officers Association Policy Statement on local laws concerning investment practices, the following investments will be permitted by the County's investment policy and are those defined by Wisconsin State Statute (s.66.0603) and Milwaukee County ordinances, where applicable. If additional types of securities are approved for investment of public funds by Wisconsin State Statutes, they will not be eligible for investment by Milwaukee County until the investment policy has been amended and the amended version adopted by the governing body.

Note 3 - Deposits and Investments (cont'd)

- Time and other money market deposits of banks, trust companies, savings and loans, and credit unions.

  ◊ Deposits over the Federal Deposit Insurance Corporation ("FDIC") insured amount are to be fully collateralized with an acceptable form of collateral, surety, or other guarantee assuring the principal repayment to Milwaukee County.

  ◊ CDARS – Certificates of Deposit Account Registry Service, a placement service in which a member institution uses CDARS to place funds into Certificate of Deposits ("CD's") issued by banks that are members of the network. This occurs in increments below the standard FDIC insurance coverage maximum, allowing for coverage of principal and interest.

  ◊ ADM – American Deposit Management, CD placement service and other depository placement services.

- U.S. Treasury obligations, government agency securities, and Government Sponsored Enterprise ("GSE").

- Municipal Securities including general obligation bonds, essential service bonds rated AA or higher, or securities of any county, city, drainage district, vocational, technical and adult education district, village, town or school district of the State of Wisconsin.

- State of Wisconsin Investment Board's Local Government Investment Pool.

- Repurchase Agreements ("Repos"). Investment agreements pursuant to which a federal or state credit union, federal or state savings and loans association, state bank, savings and trust company, mutual savings bank, or national bank in the State of Wisconsin agrees to repay funds advanced to it by the issuer, plus interest. Repos are to be secured by investments securities fully guaranteed by the U.S. government.

- Corporate securities. Issued by private corporations, these securities must be rated in the highest or second highest rating category assigned by Standard and Poor's Corporation ("S&P"), Moody's Investor Service ("Moody's"), some other Nationally Recognized Statistical Rate Organization ("NRSRO"), or senior to or on parity with a security of the same issuer which has such a rating.

- Commercial Paper which may be tendered for purchase at the option of the holder within not more than two hundred seventy (270) days of the date acquired as permitted by Wisconsin State Statutes. These securities must be rated in the highest or second highest rating category assigned by S&P, Moody's, NRSRO, or senior to or

Note 3 - Deposits and Investments (cont'd)

on parity with a security of the same issuer which has such a rating.

- Money Market Funds. Open-ended Money Market funds restricted to investments permitted in Wisconsin State Statute (s.66.0603(1)(m)), limited to a maximum average maturity of sixty (60) days or less.

The following restrictions will apply to any investments made by Milwaukee County: no leveraged investments and no securities in foreign currencies. All other investments not listed above are prohibited from consideration of investment. At any time the Milwaukee County Treasurer may desire to be more conservative in its investments and may limit or restrict certain of the investments listed above.

The County has one futures brokerage relationship to facilitate the purchase and sale of diesel futures contracts in conjunction with the hedging program. In its normal course of operations, the Transit System enters into exchange-traded futures contracts for diesel fuel as a hedge for its diesel fuel purchases. The collateral held with the broker at December 31, 2020 is $3,430.

Custodial Credit Risk - Investments

Custodial credit risk for investments is the risk that, in the event of the failure of the counterparty, the County will not be able to recover the value of investment securities that are in the possession of an outside party. The County's investment policy states that all investment institution must enter into a "depository agreement" requiring the depository to pledge collateral to secure amounts over and above FDIC guaranteed amounts. All securities serving as collateral will be specifically pledged to the County and placed in a custodial account at a Federal Reserve Bank, the trust department of a commercial bank, or through another financial institution. The custodian may not be owned or controlled by the depository institution or its holding company unless it is a separately operated trust institution.

Amounts in excess of FDIC guaranteed amounts must be fully collateralized and held by a third party or fully insured by an insurance company with an A rating or better by A.M. Best. Acceptable collateral includes the following: Securities of the U.S. Treasury and/or Agency or GSE securities as long as they are fully guaranteed.

All securities purchased will be properly designated as an asset of Milwaukee County and will be evidenced by safekeeping receipts in Milwaukee County's name and held in safekeeping by a third-party custodial bank or other third-party custodial institution designated by Milwaukee County, and chartered by the U.S. Government or the State of Wisconsin. No withdrawal of such securities, in whole or in part, will be made from safekeeping except by the Milwaukee County Treasurer or a designee. All trades of marketable securities will be executed on a delivery versus payment basis to ensure that the securities are deposited in Milwaukee County's safekeeping institution prior to the release of funds.

The County does not have any investments exposed to custodial credit risk.

Interest Rate Risk - Investments

5 of 7

Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. In accordance with the County's investment policy, the County attempts to match its investments with anticipated cash flow requirements to the extent possible. Unless matched to a specific cash flow requirement, the County will not directly invest in securities maturing more than ten (10) years from the date of purchase. For adjustable rate securities, the time to coupon reset will be used as the effective maturity date.

Steve Heser

From:	Foelker, Jason <Jason.Foelker@milwaukeecountywi.gov>
Sent:	Tuesday, July 5, 2022 2:17 PM
To:	Steve Heser
Cc:	Queen, Rex; Cullen, David; Judy Kaniasty; Paul Ziehler; Lausier, Tina
Subject:	[EXTERNAL] RE: Fund Transfer Request
Attachments:	Q1 2022 Interest.xlsx

Caution: This email originated from outside of the MCFLS network. Do not click links or open attachments unless you recognize the sender AND are expecting the message. Use the Phish Notify button if you think the message is suspicious.

Hi Steve, I do give you the calculation detail on a quarterly basis. Attached is the one I sent out to you last quarter. The table shows how we calculate the monthly interest. For the given month, we take the average daily investment of your funds and multiply by the market yield rate times the fraction of the year that month represents (e.g. for January it is 31/365).

The market yield rate is an aggregate rate based on the interest, gains and losses we receive on all of our investments which we get from our monthly investment statements.

I think someone at Treasury would have to help you investigate your options.

Jason Foelker
Senior Accountant
Milwaukee County
901 N 9th Street, Room 301
Milwaukee, WI 53233
Phone: (414) 278-5013
Email: Jason.Foelker@milwaukeecountywi.gov

From: Steve Heser <Steve.Heser@mcfls.org>
Sent: Tuesday, July 05, 2022 12:11 PM
To: Foelker, Jason <Jason.Foelker@milwaukeecountywi.gov>
Cc: Queen, Rex <Rex.Queen@milwaukeecountywi.gov>; Cullen, David <David.Cullen@milwaukeecountywi.gov>; Judy Kaniasty <Judy.Kaniasty@mcfls.org>; Paul Ziehler <paulziehler@gmail.com>
Subject: RE: Fund Transfer Request

s email originated from outside of Milwaukee County. Use the Phish Alert Report button to have IMSD review this message if you think it

Hi Jason,

Thanks for sharing the attachment that talks about the investment policies of the County. While that document is useful, we still have questions from the MCFLS Board that we cannot answer and I'm hoping you or someone at the County can help us with that. The policies talk about interest on investments, but not how losses are distributed across entities that have funds in those investments. We assume that losses are shared across those entities (based on their contribution), but the document doesn't explicitly state that. And if that is the case, do we have options for keeping our money with the County that doesn't assume that level of risk?

Milwaukee County
Schedule of Investment Income Earned By Trust, Agency & Bond Funds

PARAMETERS:	
Year:	2022
February:	28

	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Book Rate:	0.467%	0.464%	0.385%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
Market Rate:	-2.640%	-1.560%	-4.100%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
Rate Used	-2.640%	-1.560%	-4.100%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
less 1% admin charge	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
Investments Int Rate	-2.640%	-1.560%	-4.100%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%

Instructions:
* *At the beginning of each year, enter the year and the number of days in February in the "Parameters" section above*
* *At the end of each month, the composite interest rate will populate from the Inv Yield Rate tab*
* *Enter daily fund balances for each fund categorized below*

** *Average balances and earned interest are automatically calculated within each fund*

Notes:
Book rate includes: interest earned, accrued interest, other earnings, non-cash transactions, amortization/accretion, and realized gains/losses.
Market rate includes: Book rate and unrealized gains/losses.
Beginning in 2013, monthly admin charge of 1% waived when interest rates are below 1% (per S. Manske).
Beginning in 2013, Airport will book their own interest earnings using the monthly rate; no admin charge is deducted.

Federated Library System

		Beg Bal	YTD Activity	End Bal	Variance	Activity check	Final Adj Bal
B/S	59040 34046	2,544,763.56	(674,725.00)	1,870,038.56	-	-	1,860,771.22
Interest	59040 34046	-	-	(9,267.34)	(9,267.34)	-	-

Date	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
2	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
3	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
4	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
5	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
6	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
7	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
8	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
9	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
10	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
11	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
12	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
13	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
14	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
15	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
16	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
17	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
18	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
19	2,544,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
20	1,044,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
21	1,044,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
22	1,044,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
23	1,044,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
24	1,044,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
25	1,044,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
26	1,044,763.56	1,040,359.63	1,039,114.62	1,035,496.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
27	1,044,763.56	1,040,359.63	1,039,114.62	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
28	1,044,763.56	1,040,359.63	1,039,114.62	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
29	1,044,763.56	0.00	1,039,114.62	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
30	1,044,763.56		1,039,114.62	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22		1,860,771.22	1,860,771.22	1,860,771.22
31	1,044,763.56		1,039,114.62		1,860,771.22		1,860,771.22	1,860,771.22		1,860,771.22		1,860,771.22
Month End balance	**1,040,359.63**	**1,039,114.62**	**1,035,496.22**	**1,860,771.22**	**1,860,771.22**	**1,860,771.22**	**1,860,771.22**	**1,860,771.22**	**1,860,771.22**	**1,860,771.22**	**1,860,771.22**	**1,860,771.22**
Monthly Total Investments	60,887,670.36	29,130,069.64	32,212,553.22	34,365,986.60	57,683,907.82	55,823,136.60	57,683,907.82	57,683,907.82	55,823,136.60	57,683,907.82	55,823,136.60	57,683,907.82
Days per month	31	28	31	30	31	30	31	31	30	31	30	31
Average Daily Investment	1,964,118.40	1,040,359.63	1,039,114.62	1,145,532.89	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22	1,860,771.22
Monthly Earned Interest	**(4,403.93)**	**(1,245.01)**	**(3,618.40)**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
YTD Total Investments	60,887,670.36	90,017,740.00	122,230,293.22	156,596,279.82	214,280,187.64	270,103,324.24	#############	385,471,139.88	441,294,276.48	498,978,184.30	554,801,320.90	612,485,228.72
YTD Days	31	59	90	120	151	181	212	243	273	304	334	365
YTD Average Daily Inv	1,964,118.40	1,525,724.41	1,358,114.37	1,304,969.00	1,419,074.09	1,492,283.56	1,546,166.19	1,586,300.99	1,616,462.55	1,641,375.61	1,661,081.80	1,678,041.72
YTD Earned Interest	(4,403.93)	(5,648.94)	(9,267.34)	(9,267.34)	(9,267.34)	(9,267.34)	(9,267.34)	(9,267.34)	(9,267.34)	(9,267.34)	(9,267.34)	(9,267.34)

Quarterly JV:			(9,267.34)			0.00			0.00			0.00
Interest booked:			0.00			0.00			0.00			0.00
Adjustment needed:			(9,267.34)			0.00			0.00			0.00

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ATT D - Milwaukee County Interest Deficit
Interest Calculation
Q1 2022 Interest
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MILWAUKEE COUNTY
FEDERATED LIBRARY SYSTEM

709 North Eighth Street
Milwaukee, WI 53233
PH: **414-286-8149**
FAX: **414-286-3209**

July 15th, 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. We are also asking for support for two racial equity projects included in the REBT tool attached to our request.

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 **totaled nearly 750,000** checkouts in 2021.
- 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,

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

Helping the public libraries in Milwaukee County SERVE YOU BETTER   www.mcfls.org

MCFLS Board - July 2022
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CULTURAL CONTRIBUTIONS (1900) BUDGET
Department: **Cultural Contributions**

MCFLS Board - July 2022
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UNIT NO. **1900**
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

MCFLS Board - July 2022
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CULTURAL CONTRIBUTIONS (1900) BUDGET
Department: **Cultural Contributions**

MCFLS Board - July 2022
Page 18 of 45
UNIT NO. **1900**
FUND: **General — 0001**

BUDGET SUMMARY

	2020 Actual	2021 Budget	2022 Budget
Expenditures			
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	$50,000
Total Expenditures	**4,289,041**	**4,370,442**	**4,704,047**
Revenues			
State Aid to Public Library Systems	2,855,319	2,855,319	3,301,094
Federal LSTA Funding	19,519	10,000	10,000
Passthrough Contract Income	1,235,439	1,151,960	1,214,874
Interest Earned from State Aid	11,808	10,000	5,000
Unexpended Funds-Previous Years	12,184	12,000	30,000
All Other Sources	156,235	214,513	49,652
Milwaukee County Contribution	*66,650*	*116,650*	*66,650*
Total Revenue	**$ 4,357,154**	**$ 4,370,442**	**$ 4,677,270**
Budget Surplus/(Deficit):	**68,113**	**-**	**$ (26,777)**
County Contribution as % of Total Revenue:	**1.5%**	**3%**	**1.4%**

MILWAUKEE COUNTY

RACIAL EQUITY
BUDGET TOOL

2023 BUDGET CYCLE

FILL OUT QUESTIONS
(REBT FORM)

TABLE OF CONTENTS

APPENDICES

REBT QUESTIONS
(REBT FORM)

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

CONTINUED

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.

MILWAUKEE COUNTY

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.

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.

We would like to propose two projects that directly address racial equity in our member libraries:

1. Nonviolent Crisis Intervention training. MCFLS proposes sending four staff members (2 from Milwaukee Public Library and 2 from suburban libraries) to receive certification in nonviolent crisis intervention from the Crisis Prevention Institute (headquartered in Milwaukee). These four staff would be then return to libraries to instruct staff in crisis intervention techniques to assist communities, deescalate situations and strengthen our culture of empathy and compassion. The total cost for this project would be $15,500 which includes ongoing support and training materials.

2. Ebook and Eaudiobook DEI (Diversity, Equity and Inclusivity) titles. In 2021, the system received $50,000 from the County toward the purchase of additional electronic titles to meet the needs of the pandemic. Half of that money went to the purchase of DEI titles and resulted in roughly 10,000 checkouts of that material in 2021. We'd like propose an additional $50,000 to be used in 2023, but with all of the funding earmarked for DEI electronic title purchases. We feel diverse representation needs to be reflected not only in our physical collections but also our digital collections and meet our patrons where they are.

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.

CONTINUED

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 be 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

CONTINUED

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.

R E S O U R C E S   B Y
S T R A T E G I C   F O C U S   A R E A

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.

ONE COUNTY
ONE VISION

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

county.milwaukee.gov/vision

MCFLS Technology Report
July 2021 – June 2022

Purpose

This report is to provide member libraries and the MCFLS Board a summary and assessment of technology activities led by the system. The intent is not to focus on what the system has accomplished in the past year, but rather demonstrate how MCFLS is fulfilling its mission to provide support for high-quality resources and services for member libraries and their communities.

Connection to Strategic Plan objectives

The need for this report was identified through the strategic planning process in 2019 and included in the MCFLS Strategic Plan 2020 – 2024. Activities covered by this plan include:

- Identifying and sharing best practices in establishing a library technology plan
- Developing and sharing recommended hardware
- Developing and sharing recommended software and services

Timeline

This report will updated annually with new information per the current ILS, Resource Sharing and Technology agreement. The report will be submitted to member libraries and the MCFLS Board no later than June 30th each year.

Content

Summary of Activities
July 2021 – June 2022

Ten member libraries currently rely on MCFLS to purchase, implement and maintain technology hardware and services.   MCFLS system staff use their experience and leverage statewide connections to seek out and implemented tailored and cost-effective solutions that meet the needs of members.

Pandemic Response

The system hosted Zoom meetings for Board, LDAC and committees have great success. The system has tested and is ready to implement a hybrid structure of in-person and remote meetings using the Meeting Owl Pro product.

ILS Review

MCFLS completed the process of reviewing Sierra; our current Integrated Library System (ILS) software. The review was used to form an RFI regarding replacement software. Software demonstrations were held during the latter half of 2021. A recommendation to LDAC and the MCFLS Board was formally approved in June of 2022.

Cybersecurity Awareness Training

Cybersecurity training involves educating staff to recognize malicious phishing emails and modify behavior to minimize risks to the library and system. The annual report indicates that MCFLS email accounts have a simulated phish rate of 8.82%, only one account has a failing grade (D or below), and no accounts entered login credentials in response to a simulated phish.

Public PC Time Management System

South Milwaukee was added to the MyPC system. By maintaining a centralized licensed MyPC server MCFLS is helping each MyPC library save from a license of $1,875 on top of the cost of a local server, estimated at $3000.

Help Desk Ticketing

MCFLS implemented the Spiceworks help desk ticketing system to standardize and centralize every request MCFLS receives for support.   The ticket system is cloud based and not hosted by the MCFLS network. The service is offered free of charge by Spiceworks and does not incur any fees for use. Spiceworks allows MCFLS staff to record the amount of time spent responding to individual requests for support.

The following chart indicates the total MCFLS staff hours used to respond to ticket service requests. Time is broken out by library. Tickets which did not identify a specific library are noted as generic MCFLS patrons.

Library	Hours
Brown Deer	60.75
Cudahy	15.75
Franklin	36.25
Greendale	69.00
Greenfield	13.17
Hales Corners	51.50
MCFLS patron	24.25
Milwaukee	114.25
North Shore	48.67
Oak Creek	22.00
Shorewood	111.75
South Milwaukee	9.75
St. Francis	54.75
Wauwatosa	19.25
West Allis	11.50
Whitefish Bay	96.00
TOTAL HOURS	758.58

IT specific requests are generated into quarterly billings which list a library's tickets, the amount of time reported for each ticket, and a total time for the library. IT requests are identified as those tickets which required some form of intervention by the MCFLS network administrator.

The following chart indicates the total billable IT ticket time through three quarters of use.

Library	2021 Q3	2021 Q4	2022 Q1	Total
Brown Deer	1.50	5.75	3.75	11.00
Cudahy	0.75	4.00	0.25	5.00
Franklin	7.00	3.25	11.00	21.25
Greendale	5.00	13.25	20.00	38.25
Greenfield	1.00	1.00		2.00
Hales Corners	7.75	4.00	17.25	29.00
Milwaukee	3.00	1.50	2.25	6.75
North Shore	16.25	2.50	10.50	29.25
Oak Creek	0.75	1.00	2.00	3.75
Saint Francis	7.50	18.75	10.75	37.00
Shorewood	9.25	41.75	28.00	79.00
South Milwaukee	4.00	1.50	0.25	5.75
Wauwatosa		3.00	0.25	3.25
West Allis	0.75	0.50	0.75	2.00
Whitefish Bay	24.25	3.25	20.00	47.50
		GRAND TOTAL = 320.75 HOURS		

The MCFLS current service rate is $60/hour. Using a conservative estimate of $120/hour to separately contract for computer services MCFLS member libraries, over three quarters, collectively saved around $19,245

2021 - 2022 Special Projects

MCFLS worked with WiscNet to migrate from a MCFLS hosted name server to WiscNet hosted DNS services. WiscNet offers DNS hosting at no additional charge. This migration allowed MCFLS to decommission its internet facing Name Server and reduce a major vulnerability to the network as well as eliminating the need for a future server replacement.

MCFLS also worked with WiscNet to replace the end of life internet router that served the system and member libraries.

MCFLS worked with DigiCorp and member libraries to replace aging and unsupported Cisco firewalls with Fortigate firewalls to ensure libraries have up-to-date equipment and prepare them for additional bandwidth if the opportunity arises.

MCFLS worked with an IT security consultant to setup an appliance for vulnerability scanning. The appliance scans the entire MCFLS network and reports security vulnerabilities that need to be addressed.

MCFLS purchased a cloud based Windows patch management system. MCFLS has started installing a patch management agent on MCFLS supported computers at member libraries. The agent then reports back to the system which performs automated patch management on the supported computers.

System Technology Goals
2022 - 2023

MCFLS technology goals are informed by the 2020-2024 MCFLS Strategic Plan and 2020-2024 Technology Plans. Alterations to these goals may be informed by changing priorities and needs as identified by the MCFLS Board, system staff, and member libraries.

➢ Focus on a better user experience

This goal is taken from the strategic plan activities centered on improving the user experience for our patrons and staff for websites maintained by the system including the system website and the CountyCat/Encore catalog interface. A new Mobile app is scheduled to go live in July of 2022.

➢ Complete process of ILS product implementation

MCFLS completed the process of reviewing Integrated Library System (ILS) software and the recommendation to LDAC and the MCFLS Board was completed on June 20, 2022. Several products including Mobile Worklists, Scheduler and migration to a hosted cloud environment will occur in 2022/2023.

➢ Complete process of Patch Management agent installation

MCFLS completed the purchase of the Zoho cloud based patch management service and installed the agent on over 70 computers. The agent rollout is expected to be completed by end of 2022.

➢ Implement Multi Factor Authentication

MCFLS has started implementing Multi Factor Authentication for MCFLS email accounts. The MFA rollout is expected to be complete by end of 2022.

➢ Hardware replacement
- o Replace the file server at Saint Francis
- o Replace the file server at Cudahy
- o The MCFLS Fortigate 300d firewall will reach end of life and need replacing in 2023.

➢ OS replacement

Windows 10 is no longer the default operating system for Dell desktops and laptops. Windows 10 downgrades are available but won't be supported after 2024. Dell encourages the adoption of Windows 11 so MCFLS will work towards complete migration by the end of 2023.

➢ Annual system technology plan assessment

MCFLS staff will review the plan to focus on assessing existing goals and making changes where necessary.

Library Technology Plan Development

The following information on best practices for developing a library technology plan are based on documents published by Tech Soup with contributions from libraries and organizations across the country as well as information collected on the Technology Planning site on Webjunction. That site has many examples of technology plans that you can use as a guide in developing your own plan.

Six-Step Technology Planning Tool

KEY ACTIONS (OR DECISIONS) RESOURCES	RESOURCES
Step 1: Find the real IT decision-makers in your community and schedule meetings with them.	For MCFLS member libraries, consult with experts within your municipality. The MCFLS Network Administrator is also available to talk about preliminary technology plan development. Click here for more information.
Step 2: Do an assessment to determine your technology needs.	The MCFLS Network Administrator can assist with a technology inventory for your library. Use the checklists here and here to help ask the right questions about assessing your library's technology needs.
Step 3: Look at your library's strategic plan or long-range plan and think about how it will affect your technology plan.	For more discussion about the importance of using your strategic or long range plans to develop your technology plan, click here.
Step 4: Pull together a technology team and schedule your first meeting to discuss the information you've collected in steps 1 through 3.	For many MCFLS members, this may mean internal or municipal staff. The MCFLS Network Administrator can also help consult in this area. Click here and here for more information on building an advisory group to direct your plan.
Step 5: Write the technology plan.	Webjunction has guidance on developing goals and objectives for a technology plan available here. Also consider total cost of ownership (TCO) when putting your budget together.
Step 6: Revisit and evaluate your technology. Plan on a regular basis (every 6 to 12 months).	Resources to help with evaluation of your plan are available on Webjunction.

MCFLS Recommended Equipment Replacement Schedules

All computer equipment (such as desktop computers, servers, peripherals) has a limited usable lifespan. Member libraries are advised to consult their technology plan and schedule replacements on a regular basis.

- Keeping hardware longer than the recommended life-cycle is rarely cost effective due to increased repair costs. Also, manufacturer's warranties usually do not extend past three years. It is recommended that libraries avoid replacing all equipment in a single year, but space out replacements to avoid single year budget jumps.
- Include expected annual costs for software using a software inventory, noting licensing expirations and expected needs to upgrade software. MCFLS staff can help in this area.
- Some equipment should be used until it breaks. Some of these items are relatively inexpensive to replace, such as keyboards and mice. Other pieces, such as scanners, thermal receipt printers, and monitors, can be more expensive. Libraries should plan for unexpected replacement costs and/or keep spare equipment available for these situations.

MCFLS Recommended Replacement Schedules

Equipment	Replace Every
Laptop computer	3 years
Desktop computer	4 years
Server	5 years
Networking equipment	5 years
Monitor	8 years

Supplemental Information

➢ MCFLS List of Recommended Hardware and Peripherals

➢ MCFLS List of Recommended Browser, PC and Printer Settings for Public Use Workstations

MILWAUKEE COUNTY
FEDERATED LIBRARY SYSTEM

709 North Eighth Street
Milwaukee, WI 53233
PH: **414-286-8149**
FAX: **414-286-3209**

July 18th, 2022

June/July 2022 Director's Report

<u>Summary of activities</u>

Business Manager Position

- Our interview team included 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. We narrowed our list to two prospective candidates and held in-person interviews on June 20th.
- With the consensus of our interview team, the position was offered to Brittney Hornung on June 23rd and she accepted the offer. Brittney comes to us with considerable management experience and is focused on providing excellent customer service.
- Brittney will start the week of July 18th and receive training from Judy for several weeks. Judy will take vacation days starting August 8th but has agreed to be on call after this time until September 21st if needed.

Grant Funding Activities

- I am chairing a SRLAAW workgroup tasked with finding a consultant to develop a statewide salary survey to assist library boards and municipalities with obtaining qualified applicants for library positions. The consultant and survey will be paid with 2023 LSTA funds through the DPI.
- The ARPA grant for Brainfuse funding is moving along well. Deb Marett has developed a ValPak circular that will be sent to Milwaukee County residents to promote use of Brainfuse and help libraries decide if they would like to continue funding the resource for 2023.

Workforce Development Activities

- I met with representatives from the Worker Connection team from DWD on June 29th to talk about partnerships and services within libraries. Worker Connection offers one-on-one services to job seekers like resume building and job applications.
- We are meeting again in late July to work on schedules and firm up commitments from libraries that are interested in providing these types of services to patrons.

<u>Upcoming Activities</u>

1. Finalizing the mid-year budget revision proposal and meeting with the Finance and Personnel committee in late July or early August to examine the 2021 system audit and revision. We will then bring both items to the MCFLS Board for approval in August.
2. Guiding libraries through implementation of the ARPA materials lockers project.

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ATT G - June-July Director's report
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