



# MILWAUKEE

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## PUBLIC LIBRARY

### **Vision**

*MPL is an anchor institution that helps build healthy families and vibrant neighborhoods – the foundation of a strong Milwaukee.*

### **Mission**

*Inspiration starts here – we help people read, learn, and connect.*

### **BOARD OF TRUSTEES REGULAR MEETING**

**John Gurda, President**

**Michele Bria, Vice-President**

**JoAnne Anton, Vice-Financial Secretary**

**Paula Kiely, Secretary**

**Ald. Milele Coggs, Sharon Cook, Ald. Cavalier Johnson, Ald. Nik Kovac,  
Chris Layden, Sup. Marcelia Nicholson, Joan Prince, Dir. Mark Sain, Jennifer Smith  
Secretary's Assistant: Crystal Sura (414) 286-3021**

**Tuesday October 24, 2017**

**4:30 p.m.**

**Mitchell Street Library**

**Meeting Room**

**906 West Mitchell Street**

**Milwaukee, WI 53204**

### **AGENDA**

#### **PUBLIC COMMENT**

#### **RESOURCES / RECOMMENDATIONS / RESEARCH**

1. **Studio M.** Deputy Director Joan Johnson will share information about the new Mitchell Street branch maker space, Studio M, and expected outcomes from programming.

#### **CONSENT AGENDA**

Attachment A, page 3

2. **Regular Board Meeting Minutes September 26, 2017.**

3. **Administrative Reports.**

- a. Personnel Actions
- b. Financial Report
- c. Library Director's Reports

#### **REPORTS**

4. **Innovation and Strategy Committee.** Chair Joan Prince will report on the October 11, 2017 meeting and ideas explored for supporting the upcoming Board Retreat and key strategic issues about the future of the library.

Attachment B, page 30

5. **Library Finance and Personnel Committee**. Chair JoAnne Anton will provide a report from the October 4, 2017 meeting regarding the quarterly review of fund investments and internal controls, trust fund expenditures, gifts, and MPL Foundation program support.

Attachment C, page 32

6. **Building and Development Committee**. Chair Michele Bria will provide a report from the October 5, 2017 meeting regarding the Mill Road/Good Hope project and the Martin Luther King project. The Board may approve the financing plan for the Martin Luther King Redevelopment.

Attachment D, page 40

“The Library Board of Trustees may vote to convene in Executive Session, pursuant to Wisconsin Statutes sec. 19.85(1)(e), for the purpose of deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session,” for the purpose of deliberating over the Martin Luther King Redevelopment financing plan.

The Board may reconvene in open session at the conclusion of its closed session and may provide a report.

7. **MPL Foundation Report**. MPL Foundation Executive Director Ryan Daniels will report on the Benjamin Franklin award celebration and other fundraising efforts to-date.

#### **OLD BUSINESS**

8. **2018 Budget Update**. The Board will discuss the library’s 2018 budget and recent hearing.

#### **NEW BUSINESS**

9. **Trustee 2018 Meeting Schedule** The Board will approve the meeting schedule for 2018.

#### **STRATEGIC DISCUSSION**

10. **Library Board Retreat**. Consultant Frank Martinelli will provide an orientation to the retreat planning process and an introduction to a survey the trustees and library administrators will be asked to complete.

#### ***REMINDER: Next scheduled meetings are:***

*November 2, 2017 – Building and Development Committee – Central Library 8:00 a.m.*

*November 6, 2017 – Services and Programs Committee – Central Library 5:30 p.m.*

*November 28, 2017 – Regular Meeting – Central Library 4:30 p.m.*

*Persons engaged in lobbying as defined in s. 305-43-4 of the Milwaukee Code of Ordinances are required to register with the City Clerk’s Office License Division. More information is available at [www.milwaukee.gov/lobby](http://www.milwaukee.gov/lobby) or by calling (414) 286-2238.*

*Please be advised that members of the Milwaukee Common Council who are also members of this body will be in attendance at this meeting. In addition, Common Council members who are not members of this body may attend this meeting to participate or to gather information. A quorum of the Common Council or any of its standing committees may be present, but no formal Common Council action will be taken at this meeting.*

*PLEASE NOTE: Upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities. Make requests to the Library Director’s Office at (414)286-3021, 286-2794 (FAX) or Central Library, 814 W. Wisconsin Ave., Milwaukee, WI 53233 Attn: Accommodation Request.*



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Chris Layden, Sup. Marcella Nicholson, Joan Prince, Dir. Mark Sain, Jennifer Smith  
Secretary's Assistant: Crystal Sura (414) 286-3021**

**Tuesday September 26, 2017**

**4:30 p.m.**

**Central Library  
Meeting Room**

**814 West Wisconsin Avenue  
Milwaukee, WI 53233**

<b>REVISED * 09.26.17</b>
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### **AGENDA**

#### **PUBLIC COMMENT**

#### **RESOURCES / RECOMMENDATIONS / RESEARCH**

1. **Library Archives in Poland.** A member of the Humanities and Archives team will discuss the partnership with a museum in Poland for their exhibit celebrating the Jones Island Kaszube settlement in Milwaukee.

#### **CONSENT AGENDA**

Attachment A, page 3

2. **Regular Board Meeting Minutes July 25, 2017.**
3. **Committee Reports.**  
Library Services & Programs Committee Meeting Minutes July 31, 2017
4. **Administrative Reports.**
  - a. Personnel Actions
  - b. Financial Report
  - c. Library Director's Reports
  - d. Communication from Council on Library and Network Development Chair

**ATTACHMENT A-P. 1 of 27  
MPL CONSENT AGENDA  
2.Regular Minutes 09/26/17**

## REPORTS

5. **Milwaukee County Federated Library System (MCFLS) Board.** Trustee Nik Kovac, Resource Library Representative, will report on the August 21, 2017 and September 18, 2017 MCFLS Board meetings.

\*6. **Building and Development Committee.** Chair Michele Bria will provide a report from the September 7, 2017 meeting regarding the Mitchell Street branch, the Forest Home property and Mill Road/Good Hope project. The Board may approve a term sheet authorizing a development agreement with the developer of the Mill Road / Good Hope Project.

Attachment B, page 41

“The Library Board of Trustees may vote to convene in Executive Session, pursuant to Wisconsin Statutes sec. 19.85(1)(e), for the purpose of deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session,” for the purpose of negotiations related to the development and purchase of a condo within the Good Hope development project.

The Board may reconvene in open session at the conclusion of its closed session and may provide a report.

## OLD BUSINESS

7. **Summer Reading Club.** Youth and Community Outreach Services Manager Kelly Wochinske will highlight major achievements of this year’s club.

Attachment C, page 45

8. **2018 Library Budget.** The Board will discuss Mayor Barrett’s proposed budget for the library.

## NEW BUSINESS

9. **Public Library System Redesign (PLSR).** Director Kiely will update the Board on the latest progress of the PLSR Committee studying library system redesign.

Attachment D, page 46

## STRATEGIC DISCUSSION

10. **Library Board Retreat.** The Trustees will meet consultant Frank Martinelli, who will share activities and plans for the 2018 Board retreat.

**UPCOMING EVENTS:** *September 28, 2017 – Donor Sneak Preview – Mitchell Street Branch*  
*October 7, 2017 – Grand Opening – Mitchell Street Branch*  
*October 19, 2017 – Ben Franklin Award Celebration – Central Library*

**REMINDER:** *Next scheduled meetings are:*

*October 4, 2017 – Finance & Personnel Committee – Central Library 4:30 p.m.*

*October 5, 2017 – Building and Development Committee – Central Library 8:00 a.m.*

*October 24, 2017 – Regular Meeting – Mitchell Street Branch 4:30 p.m.*

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**ATTACHMENT A-P. 2 of 27**  
**MPL CONSENT AGENDA**  
**2.Regular Minutes 09/26/17**

**MILWAUKEE PUBLIC LIBRARY  
BOARD OF TRUSTEES  
REGULAR MEETING  
MINUTES  
Tuesday September 26, 2017  
Central Library  
Community Meeting Room 1  
814 West Wisconsin Avenue  
Milwaukee, WI 53233**

**PRESENT:** JoAnne Anton, Michele Bria, Ald. Milele Coggs, Sharon Cook, John Gurda, Ald. Cavalier Johnson, Ald. Nik Kovac, Chris Layden, Sup. Marcelia Nicholson, Dir. Mark Sain, Paula Kiely

**EXCUSED:** Joan Prince, Jennifer Smith

**STAFF:** Barbara Henry, Joan Johnson, Dawn Lauber, Sam McGovern-Rowen, Jennifer Meyer-Stearns, Judy Pinger, Crystal Sura, Kirsten Thompson, Kelly Wochinske

**OTHERS**

**PRESENT:** Eric Pearson, Budget and Policy Division  
Terrell Walter & Danielle Bergner, Maures Development / Royal Capital Group  
Mary Schanning & Rachel Kennedy, City Attorney's Office  
Frank Martinelli, Center for Public Skills Training

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President Gurda called the meeting of the Milwaukee Public Library Board of Trustees to order at 4:35 p.m. on September 26, 2017 with a quorum present. Trustee Layden was excused at 5:30 p.m. Agenda items were taken out of order; however, these minutes are presented in numerical sequence.

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**PUBLIC COMMENT** None.

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**RESOURCES / RECOMMENDATIONS / RESEARCH**

1. **Library Archives in Poland.** Humanities and Archives Coordinator Kirsten Thompson said that one of the special collections housed at Central Library is the Local History and Manuscript collection. Dr. Anne Gurnack was using the collection to research the Jones Island Kaszube fisherman settlement in Milwaukee. Her research led to a library partnership with a museum in Poland. Library staff digitized over 150 images from the Kaszube settlement and sent them to the museum in Poland to be used in an exhibit this fall. Informational item.

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**CONSENT AGENDA**

2. **Regular Board Meeting Minutes July 25, 2017.**
3. **Committee Reports.**  
Library Services & Programs Committee Meeting Minutes July 31, 2017
4. **Administrative Reports.**
  - a. Personnel Actions
  - b. Financial Report
  - c. Library Director's Reports
  - d. Communication from Council on Library and Network Development Chair

President Gurda asked the Board if any items should be removed from the Consent Agenda presented as attachment A, pages 3-40 of the agenda. President Gurda entertained a motion to approve. Trustee Bria moved and Trustee Anton seconded a motion to approve the Consent Agenda. Motion passed.

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## REPORTS

5. **Milwaukee County Federated Library System (MCFLS) Board.** Trustee Nik Kovac, Resource Library Representative, was excused from the September 18, 2017 MCFLS Board meeting. Director Kiely did attend the meeting and reported that the meeting was routine and there was nothing remarkable to report. Informational item.

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6. **Building and Development Committee.** Committee Chair Michele Bria provided the report from the September 7, 2017 meeting regarding the Mitchell Street, the Forest Home property, and the Mill Road/Good Hope project. The meeting agenda and minutes were listed as attachment B, page 41-44 of the agenda. Chair Bria briefly summarized the committee's discussion.

The Mitchell Street grand opening will be October 7, 2017.

Vice-President Bria moved the committee's recommendation to direct library administration to communicate with the Department of City Development that the Forest Home branch building will be available on November 1, 2017 and request the net proceeds for the sale of the building be credited to the Library Fund. Trustee Cook seconded the motion. Motion passed.

Acting as a committee of the whole, the Trustees received the document titled Term Sheet Library Project 7717 West Good Hope Road prior to the meeting, attached at the end of these minutes. Library Construction Project Manager Sam McGovern-Rowen summarized the Term Sheet that outlined the parties involved, the project, financing, details of the library unit, details of the developer's unit, other details of the project and timing. The Term Sheet will guide the execution of all additional project related documents to implement the project. After a brief discussion, Trustee Anton moved and Trustee Bria seconded a motion to approve the Term Sheet for the library project at 7717 West Good Hope Road. Motion passed.

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## OLD BUSINESS

7. **Summer Reading Club.** Youth and Community Outreach Services Manager Kelly Wochinske referred to the memo regarding Summer Reading Program Results dated September 11, 2017, attachment C, page 45 of the agenda. Ms. Wochinske announced that the MPL team met their goal of enrolling 25,000 participants in the Summer Reading program. A total of 25,074 children and teens signed up, a slight decrease of 2% from last year. Promotional efforts included direct mailings to child-care centers, sign-up materials distributed to all schools, and an increase of outreach sites. Registration and the ability to log reading activities were available online. Plans are already in progress for the 2018 program and the staff will be reviewing the online process to ensure that it is intuitive for all ages to use.

Director Kiely added that the library is partnering with Milwaukee Institute of Art and Design to build a tiny library. The portable library may be used during the summer at the outreach sites, such as the parks. Informational item.

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8. **2018 Library Budget.** Director Kiely noted that Mayor Barrett presented his 2018 proposed budget on September 26, 2017. Assistant Director Jennifer Meyer-Stearns distributed and summarized the MPL Year 2018 Proposed Budget Overview, attached at the end of these minutes. The decrease in state-shared revenue and the increase in the pension contribution have led to a challenging 2018 budget for City departments. The proposed operating budget for the library includes a 2.2% decrease, or \$519,744 less than 2017. MPL will hold 11.6 FTE positions vacant. Mill Road branch will use a limited service model during the construction of the new library on Good Hope Road. Capital funding for the branch building initiative is maintained. A joint public hearing is scheduled for October 9. The Common Council Finance and Personnel Committee hearings will take place October 6 through October 17. The library's budget hearing is October 16. Budget amendment day is November 3. The final Common Council approval will be on November 10. Director Kiely has reached out to Common Council members to brief them on the library's budget. Informational item.

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#### **NEW BUSINESS**

9. **Public Library System Redesign (PLSR).** Director Kiely referred to the PLSR Report for the Wisconsin Council on Library and Network Development (COLAND) dated September 8, 2017, attachment D, page 46 of the agenda. The latest activities of the Steering Committee were reviewed. Several regional meetings have taken place to offer an update on the project. Library and system directors, staff, trustees and community members have been invited to attend. Accountability and funding for recommended changes were concerns expressed by several attendees. The Steering Team is collecting the feedback from these meetings and will respond to it. Final recommendations from the workgroups are expected in February 2018. A report will be sent to the State Superintendent in the fall of 2018. Informational item.

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#### **STRATEGIC DISCUSSION**

10. **Library Board Retreat.** At the May 23, 2017 Regular Board meeting, there was consensus among the Trustees that a day-long Board retreat would be beneficial for strengthening relationships, discussing Board governance, succession planning, and issues that will impact Milwaukee's library system. The library's administrative team will also be invited to participate. President Gurda introduced Mr. Frank Martinelli, a consultant on board governance, who will provide planning tools and resources for the Trustees. He distributed a document titled MPL Board of Trustee Presentation, attached at the end of these minutes along with the PowerPoint presentation. The Board will consider succession planning as an ongoing part of MPL's future organizational development and long-term sustainability. Future scenarios reflecting multiple perspectives on how the future might unfold for the library system will also be considered. A planning team will be recruited to get the retreat process moving forward with a determined focus. More information on the retreat will be forthcoming. Informational item.

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With no further business, the Milwaukee Public Library Board of Trustees meeting of September 26, 2017 was adjourned at 6:00 p.m.

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**TERM SHEET**  
**Library Project at 7717 W. Good Hope Road**

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**Parties:**

City of Milwaukee (“City”)

Milwaukee Public Library (“MPL”)

Royal Capital LLC and Maures Development Group, LLC (together with its affiliates, “Developer”)

**The Project:**

Developer will acquire the city-owned property at 7717 W. Good Hope Road (the “Property”) and raze the existing building on the Property for the development of a new public library branch (the “Library Unit”) and approximately 65 mixed income apartments (the “Developer Unit”). The sale price of the Property will be \$78,000 and is contingent upon the Developer receiving financing as described below. The Library Unit will include a parking lot with approximately 60 spaces and the Developer Unit will include a parking lot with approximately 65 spaces. Developer will do all exterior work on the Property, including the parking lots, landscaping and construction of the shell of the Library Unit to a “gray box” condition in accordance with plans and specifications approved by the City of Milwaukee and MPL and including, at a minimum, a list of items to be attached as an exhibit to the Development Agreement (as defined below) having a value at least equal to \$2,350,000. The Property will be divided into two or more condominium units consisting, at a minimum, of the Library Unit and the Developer Unit.

The terms for the sale and development of the Property, which are to be memorialized in a Purchase, Sale, and Development Agreement (the “Development Agreement”), shall require the City to convey title to the Property by quit-claim deed on an “as is, where is” basis. The Property will be sold as taxable property. The Development Agreement will contain a payment in lieu of taxes (PILOT) agreement should the property become tax exempt in the future. However, the PILOT agreement shall not apply to any portion of the Property subsequently conveyed to MPL or the City for the library branch. The City agrees to cooperate with MPL and the Developer to facilitate closing on the sale of the Property by expediting the zoning and plan approval process, to the extent possible. Assuming that the Developer timely files the necessary paperwork with the City for plan approval and any zoning change request, and assuming MPL approves this Term Sheet by October 1, 2017, it is anticipated that an expedited zoning and plan approval process will conclude by November 30, 2017.

**The Financing:**

Developer is utilizing Federal Low-Income Housing Tax Credits (LIHTC) supplied by the Wisconsin Housing and Economic Development Authority (WHEDA) to finance the Project. As part of the project financing, Developer will secure a loan from MPL in the amount of \$2,350,000 (the “Loan”) to be funded upon the closing of the LIHTC financing conditioned upon the parties having a fully executed Development Agreement. The Loan has a term of 30 years, and a rate equal to the current Applicable Federal Rate, as established by the U.S. Internal Revenue Service (commonly known as “AFR”) as of the date of closing. Payment of principal and interest shall be deferred for the term of the Loan on a non-compounded basis and repayment

of the Loan is subject to available cash flow except that in the event Developer fails to complete and convey the Library Unit to the City or MPL, then the Loan shall be immediately repaid upon demand by MPL. The Developer will also secure additional long-term financing for the project, which is anticipated to be secured by December 31, 2017.

**Details of the Library Unit:**

1. The Library Unit will be located on the 1<sup>st</sup> floor of the building and will include a minimum of 17,000 square feet of library space plus additional space for the mechanical room for the Library Unit.
2. The Library Unit will include the parking lot located directly adjacent to the building with approximately 60 parking spaces for use by MPL staff and patrons.
3. The Library Unit will have a main entrance at the front of the building on Good Hope Road and another entrance on the east side of the building near the parking lot. The Developer Unit will have a separate entrance on Good Hope Road and in the rear of the building.
4. Upon substantial completion of the Library Unit shell, Developer shall convey ownership of the Library Unit to the City at no cost, via special warranty deed.
5. The Library Unit shall be subject to a condominium declaration and bylaws, including provisions for common area maintenance and allocation of financial responsibility for such costs between the units. All condominium documents shall be subject to approval by MPL. A condominium association shall be organized to manage the common operations of the Property. MPL shall hold one-half (1/2) of the voting rights of the condominium association.
6. Subject to MPL's extension discretion set forth below, Developer shall complete construction of the shell of the Library Unit by December 31, 2018, subject to force majeure, or face a liquidated damages penalty.
7. Subject to MPL's extension discretion set forth below, if Developer has not completed the shell of the Library Unit by June 1, 2019 MPL has the option to terminate the Development Agreement, subject to rights of lenders and the tax credit investor, and Developer shall immediately repay the Loan to MPL.

**Details of the Developer Unit:**

1. The Developer Unit will contain approximately 65 apartment units with a mix of 3, 2 and 1 bedroom units and 65 parking spaces.
2. The Developer Unit will be 4 stories tall with townhome style apartment units on the first floor and traditional apartments on floors 2 through 4.
3. The apartments will be mixed income with approximately 9 units being market-rate housing and the remainder being affordable to households at or below 60% of area median incomes.
4. Subject to MPL's extension discretion set forth below, construction of the Developer Unit shall be substantially complete by February 28, 2019 (i.e., within twelve (12) months from the date of closing).

**Other Details of the Project:**

1. Developer will comply with City's requirements for Small Business Enterprise and Resident Preference Programs, and other applicable requirements for community

participation in development agreements pursuant to Ch. 355 of the Milwaukee Code of Ordinances for construction of the Library Unit shell as in effect on the date the Development Agreement is executed.

2. In the event the Project fails and Developer is unable to provide the Library Unit to MPL, Developer is required to repay the Loan and pay all of MPL's costs to date including costs of designing the interior build out of the Library Unit and any legal fees.
3. In the event the Developer Unit includes any commercial use in addition to the contemplated residential use, the following uses are prohibited: tavern, adult retail or entertainment establishment, animal services or any use requiring a liquor license.
4. Developer shall meet City's Buyer Policies per MCO 304-49-8.
5. Nothing in this Term Sheet removes Developer's obligations to comply with City's standard plan approval and permit process.

**Timing:**

The Developer has received an Award from WHEDA for the LIHTC financing. Assuming MPL approves this Term Sheet by October 1, 2017, zoning and plan approvals for the Project are anticipated to be obtained by November 30, 2017, which will allow for closing on all financing and on the Property no later than February 28, 2018, subject to City's issuance of building permits. Consistent with the Site Control Report dated February 13, 2017 and the Purchase Terms and Conditions set forth therein, City, at its sole discretion, may extend the closing for up to one six-month (6-month) period upon Developer's presentation of a detailed written report to the City and MPL that the City and MPL deem demonstrates substantial progress on the development of the Project. If the closing date is extended, all dates and deadlines set forth in this Term Sheet shall be adjusted, accordingly. Construction of the Project shall commence within thirty (30) days following the date of closing, and Developer will achieve substantial completion of the Library Unit within nine (9) months following commencement of construction.

The City, MPL, and Developer agree to negotiate and substantially agree upon the terms of the Development Agreement prior to October 31, 2017, containing terms consistent with this Term Sheet and customary for such agreements. Within the same time period, City, MPL, and Developer shall substantially agree upon the terms of a Condominium Declaration, Bylaws, and other documents governing the condominium.

*This Term Sheet is not a binding agreement but represents the basic understanding between the parties. The terms set forth herein and other provisions customary for a transaction of this sort shall be incorporated in one or more agreements among City, MPL and Developer. Resolutions approving this Term Sheet shall provide for the execution of all additional Project related documents and instruments necessary to implement the Project.*

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# Milwaukee Public Library

## Year 2018 Proposed Budget Overview

Operating Budget	2017 Adopted Budget	2018 Proposed Budget	Change from 2017 to 2018	% Change	
Salaries and Wages	\$ 12,731,816	\$ 12,323,905	\$ (407,911) ▼	-3.2%	Several positions held vacant for budget savings
Fringe Benefits	\$ 5,729,318	\$ 5,668,996	\$ (60,322) ▼	-1.1%	Vacancies; 1% rate increase
Supplies and Materials	\$ 410,587	\$ 376,827	\$ (33,760) ▼	-8.2%	Reductions made for budget savings
Rental and Services	\$ 1,710,698	\$ 1,801,468	\$ 90,770 ▲	5.3%	\$100K added for Teacher in the Library
Energy	\$ 809,700	\$ 801,179	\$ (8,521) ▼	-1.1%	Efficiencies
Equipment	\$ 408,419	\$ 308,419	\$ (100,000) ▼	-24.4%	Computer equipment reduced for budget savings
Books and Materials	\$ 1,751,774	\$ 1,751,774	\$ -	0.0%	
Special Funds - Branch Leases	\$ 49,182	\$ 49,182	\$ -	0.0%	
<b>Total</b>	<b>\$ 23,601,494</b>	<b>\$ 23,081,750</b>	<b>\$ (519,744) ▼</b>	<b>-2.2%</b>	
<b>Total Less Fringe Benefits</b>	<b>\$ 17,872,176</b>	<b>\$ 17,412,754</b>	<b>\$ (459,422) ▼</b>	<b>-2.6%</b>	

### Summary

#### The Milwaukee Public Library is 3.7% of the total City of Milwaukee Operating Budget

- BIG Picture:** 2018 Proposed City Budget is \$1.5 Billion, down 2.5 million from 2017. Tax Levy is up 3.7% due to decreases in State Aids. 2018 eliminates 103 FTE Citywide.
- 2018 MPL City Supported Budget:** Total decrease of 2.2%. Materials Budget same as 2017; Technology and Equipment decreased by 24.4%
- Key Impacts:** 2016 increases to MPL hours are maintained. MPL will hold 11.6 FTE vacant - no layoffs. Mill Road library will use a limited service model, similar to Tippecanoe and East Branches, during the construction Mill Road.
- Capital Budget:** Capital Funding for the MPL Branch Libraries re-development is maintained. Capital Funding support for general facility upgrades reduced by \$550,000 from the 2018 Request.



## Milwaukee Public Library Board of Trustee Presentation September 26, 2017

### A. Project Outcomes

1. MPL leadership will be better positioned to respond to emerging challenges and opportunities beyond the timeframe of the current MPL strategic plan including equity, funding and technology.
2. Enable MPL leadership to consider a range of alternative future scenarios reflecting multiple perspectives on how the future might unfold for urban public libraries and for MPL itself.
3. Provide opportunities to consider board succession planning as an ongoing part of MPL's future organizational development and long-term sustainability.
4. Stimulate thinking about the design and conduct of future meetings of the Board of Trustees.

### B. Retreat Planning Timetable

1. Establish Retreat Planning Team
2. Share information on the Governance as Leadership Model
3. Conduct Online Survey to uncover;
  - Critical Uncertainties
  - Mental Models
4. Prepare for Governance Retreat
  - Develop and analyze alternative future scenarios in which MPL may operate
  - Uncover and analyze most important mental models that influence actions of MPL leadership
5. Conduct 2018 MPL Board of Trustees Governance Retreat
6. Conduct Post Retreat Session to develop/finalize recommendations

### C. Brief Overview of Governance as Leadership

### D. Next Steps

- Recruit the Team
- Conduct face-to-face and online orientation for Trustees and Staff
- Conduct online survey

# September 26 MPL Trustee Presentation



MILWAUKEE  
PUBLIC LIBRARY

**Public Library  
Board of Trustee Presentation**

September 26, 2017

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**Retreat Project Outcomes**

- ▶ MPL leadership will be better positioned to respond to emerging challenges and opportunities beyond the timeframe of the current MPL strategic plan.
- ▶ Enable MPL leadership to consider a range of alternative future scenarios on how the future might unfold for urban public libraries and for MPL itself.
- ▶ Provide opportunities to consider board succession planning as an ongoing part of MPL's future organizational development and long-term sustainability.
- ▶ Stimulate thinking about the design and conduct of future meetings of the Board of Trustees.

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**Trustee Retreat Planning Timetable**

1. Establish Retreat Planning Team
2. Share information on the Governance as Leadership Model
3. Conduct Online Survey to uncover;
  - Critical Uncertainties
  - Mental Models

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# September 26 MPL Trustee Presentation

## Trustee Retreat Planning Timetable

4. Prepare for Governance Retreat
  - Develop and analyze alternative future scenarios in which MPL may operate
  - Uncover and analyze most important mental models that influence actions of MPL leadership
5. Conduct 2018 MPL Board of Trustees Governance Retreat
6. Conduct Post Retreat Session to develop/finalize recommendations

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## Governance As Leadership

Brief Overview of  
Governance as Leadership

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## 3 Modes of Governance

- ▶ **Fiduciary Mode – Board as Sentinel**
  - "How are we doing to date?"
  - "Are we in compliance?"
  - Anything wrong?
- ▶ **Strategic Mode – Board as Strategist**
  - "What should we be doing?"
  - "Where are we going?"
  - What's the plan?
- ▶ **Generative Mode – Board as Sense-maker**
  - "What are the new possibilities?"
  - "What's coming next?"
  - What's the new question?

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# September 26 MPL Trustee Presentation

## Fiduciary Mode – Board as Sentinel



- ▶ Ensure effective and efficient use of resources
- ▶ Ensure legal compliance and fiscal accountability
- ▶ Monitor organization results

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## Strategic Mode – Board as Strategist

- ▶ Ensure mission is relevant
- ▶ Scan internal and external environments
- ▶ Monitor outcomes & impact via critical success factors and benchmarks
- ▶ Review and modify strategic plan



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## Generative Mode – Board as Sense-maker



- ▶ Discover strategies, priorities, and realities
- ▶ Perceive and frame better problems and opportunities
- ▶ Suspend the rules of logic to tap intuition and intellectual playfulness
- ▶ Encourage robust discourse not quick consensus

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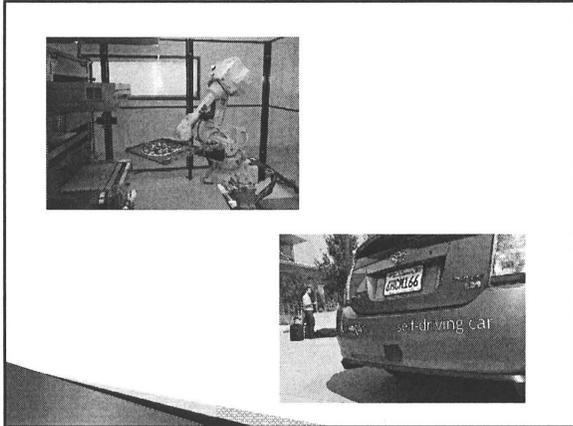
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# September 26 MPL Trustee Presentation



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### The Context for the MPL Scenario Thinking Exercise

- ▶ 2018 Trustee Governance Retreat
- ▶ Scenario thinking and other activities set the stage for strategic & generative work
- ▶ Four workgroups engage trustees and staff in development of scenarios
- ▶ What this exercise is and is not...
  - Is ... A way to initiate an ongoing strategic and generative dialogue and action among MPL leaders
  - Is not ... A full blown scenario development process

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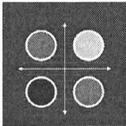
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### What are Scenarios?

▶ "Scenarios are stories about how the future might unfold for our organizations, our communities and our world. *Scenarios are not predictions.* Rather, they are provocative and plausible accounts of how relevant external forces ... might interact and evolve, providing our organizations with different challenges and opportunities."



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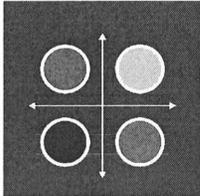
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# September 26 MPL Trustee Presentation

**Developing Future Scenarios**  
Setting the Stage for  
Strategic and Generative Work



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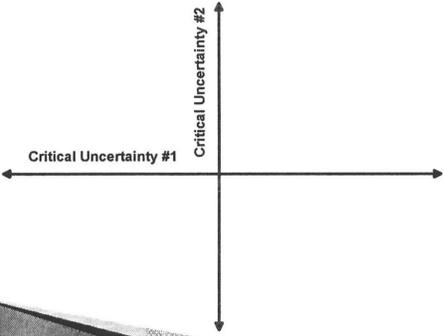
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**Scenario Thinking Template**



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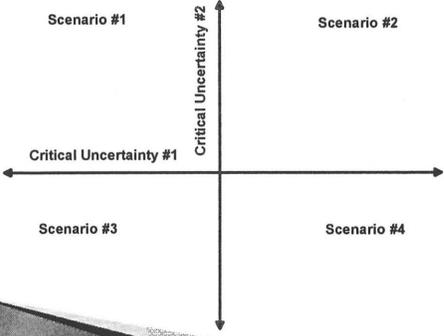
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**Scenario Thinking Template**



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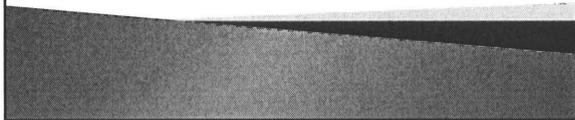
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# September 26 MPL Trustee Presentation

**Scenarios: An Example**  
YWCA Southeast Wisconsin



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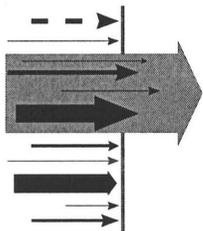
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**Identifying Critical Uncertainties**

- Degree of public support of racial justice work
- Nature of the economic recovery



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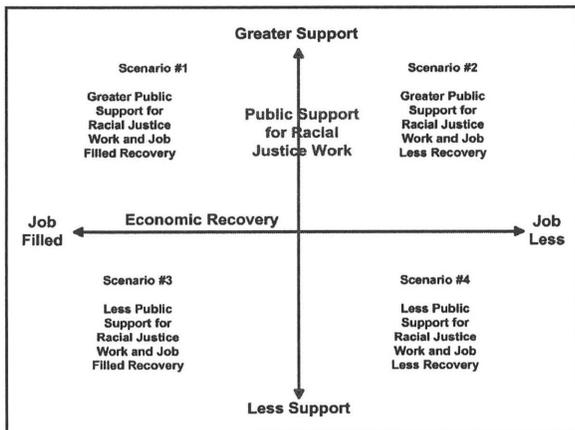
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# September 26 MPL Trustee Presentation

## Identifying Resilient Strategies

- ▶ Revisit scenario stories noting any new insights and learning
- ▶ What are the implications of each future for us?
- ▶ Search for resilient strategies that could work in multiple futures



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## 2018 Trustee Governance Retreat

- ▶ Part 1 – Overview of strategic and generative board leadership; examine mental models; review and revise as needed; and review the scenarios.
- ▶ Part 2 – Develop strategies for operating strategically in each scenario; identify implications of the retreat process for future board meeting design and conduct.

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## Next Steps

1. Recruit the Retreat Planning Team
2. Conduct face-to-face and online project orientation for Trustees and Staff
3. Conduct online survey

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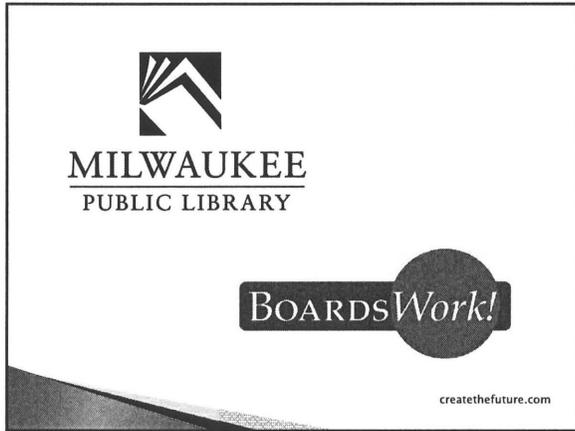
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# September 26 MPL Trustee Presentation



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**Frank Martinelli**  
**The Center for Public Skills Training**

*ATTACHMENT A-P. 18 of 27*  
*MPL CONSENT AGENDA*  
*2.Regular Minutes 09/26/17*  
*P. 20*

MILWAUKEE PUBLIC LIBRARY SYSTEM  
PERSONNEL ACTIONS

COVERING PERIOD: SEPTEMBER 10, 2017 THROUGH OCTOBER 7, 2017 \*

The Secretary reports the following personnel actions:

REINSTATEMENT

Hillary Evans - Librarian II - Villard Square 09/11/17

TEMPORARY APPOINTMENT

Frances Gieldon - Librarian III - Extension Services 09/11/17

TITLE CHANGE / JOB RECLASSIFICATION

Lisa Spain - Neighborhood Library Services Assistant to Branch Library Services Assistant - Bay View 01/01/17

Ikesha Walker - Neighborhood Lib Services Asst. to Branch Library Services Assistant - Villard Square 01/01/17

CHANGE IN STATUS

Malcolm Coleman - Library Circulation Assistant I (1/2) to Library Circulation Assistant I - Circulation 09/10/17

TRANSFER TO ANOTHER CITY DEPARTMENT

Kari Moua - Office Assistant II - Subject Services / Business Technology, Science and Periodicals 09/23/17

To: Office Assistant III - Department of Public Works / Infrastructure

LEAVE OF ABSENCE 24.0 OR MORE HOURS

Jeanette Hollenbeck - Library Circulation Assistant I - Circulation - 28.9 hours 08/28/17

Fawn Siemsen-Fuchs - Library Reference Assistant - Tippecanoe - 80.0 hours 09/11/17

Kathleen Coffey - Library Circulation Assistant I - Villard Square - 48.5 hours 09/14/17

Ashley Emmons - Audio Machine Technician - WTBBL - 6 days 09/19/17

Kathleen Coffey - Library Circulation Assistant I - Villard Square - 77.2 hours 09/25/17

Fawn Siemsen-Fuchs - Library Reference Assistant - Tippecanoe - 80.0 hours 09/25/17

EXTENSION OF LEAVE OF ABSENCE

Shamus Lavelle - Library Circulation Assistant I - WTBBL - 1 month 25 days 05/08/17

Shamus Lavelle - Library Circulation Assistant I - WTBBL - 5 months 29 days 07/03/17

Colleen Zastrow - Library Circulation Assistant I - Bay View - 29 days 07/23/17

RETURN FROM LEAVE OF ABSENCE

Sonya Williams - Library Circulation Assistant I - Circulation 09/12/17

Ashley Emmons - Audio Machine Technician - WTBBL 09/25/17

SUSPENSION

David Beasley - Library Circulation Assistant I - Circulation - 5 work days (+ 5 days held in abeyance) 09/11/17

RETURN FROM SUSPENSION

David Beasley - Library Circulation Assistant I - Circulation 09/19/17

TERMINATION DURING PROBATION CHANGED TO RESIGNATION

Adam Bowser - Librarian II - Tippecanoe 07/12/16

\* Includes personnel actions, recently approved by the Department of Employee Relations,  
that are retroactive to previous dates

**Milwaukee Public Library  
Financial Report  
September 30, 2017**

**2017**

**2016**

**City Revenues**

	Budget	Received to Date	% Received
<i>City Budget Appropriation</i>	\$ 22,823,120	\$ 16,496,844	72.3%
<i>Fines</i>	\$ 245,000	\$ 155,764	63.6%
<i>Lost Materials, etc.</i>	\$ 117,600	\$ 56,962	48.4%
<i>MCFLS Contracts</i>	\$ 725,000	\$ 376,565	51.9%
<b>Total City Appropriation</b>	<b>\$ 23,910,720</b>	<b>\$ 17,086,135</b>	<b>71.5%</b>

	Budget	Received to Date	% Received
	\$ 22,613,655	\$ 16,089,720	71.2%
	\$ 280,000	\$ 185,999	66.4%
	\$ 120,000	\$ 79,066	65.9%
	\$ 720,000	\$ 368,259	51.1%
<b>Total</b>	<b>\$ 23,733,655</b>	<b>\$ 16,723,044</b>	<b>70.5%</b>

**City Expenses**

**Salaries & Benefits**

	Budget	Spent to Date	% Spent
<i>Salaries</i>	\$ 13,001,816	\$ 9,136,430	70.3%
<i>Fringe Benefits</i>	\$ 5,729,318	\$ 4,108,885	71.7%

	Budget	Spent to Date	% Spent
	\$ 12,577,933	\$ 9,299,280	73.9%
	\$ 6,037,408	\$ 4,059,493	67.2%

**Operating**

	Budget	Spent to Date	% Spent
<i>General Office</i>	\$ 158,158	\$ 80,415	50.8%
<i>Tools &amp; Machinery Parts</i>	\$ 31,000	\$ 15,348	49.5%
<i>Construction Supplies</i>	\$ 38,000	\$ 22,573	59.4%
<i>Energy</i>	\$ 809,700	\$ 516,394	63.8%
<i>Other Operating Supplies</i>	\$ 199,615	\$ 173,661	87.0%
<i>Vehicle Rental</i>	\$ 8,300	\$ 4,879	58.8%
<i>Non-Vehicle Equipment Rental</i>	\$ 32,700	\$ 19,364	59.2%
<i>Professional Services</i>	\$ 75,000	\$ 80,289	107.1%
<i>Information Technology Services</i>	\$ 357,198	\$ 393,891	110.3%
<i>Property Services</i>	\$ 1,013,758	\$ 777,303	76.7%
<i>Infrastructure Services</i>	\$ 28,000	\$ 13,253	47.3%
<i>Vehicle Repair Services</i>	\$ 1,500	\$ -	0.0%
<i>Other Operating Services</i>	\$ 137,100	\$ 124,567	90.9%
<i>Reimburse Other Departments</i>	\$ 79,900	\$ 54,754	68.5%
<b>Total</b>	<b>\$ 2,969,929</b>	<b>\$ 2,276,693</b>	<b>76.7%</b>

	Budget	Spent to Date	% Spent
	\$ 158,000	\$ 80,943	51.2%
	\$ 31,000	\$ 20,665	66.7%
	\$ 38,000	\$ 33,241	87.5%
	\$ 817,100	\$ 454,747	55.7%
	\$ 209,465	\$ 110,388	52.7%
	\$ 8,300	\$ 3,823	46.1%
	\$ 32,700	\$ 18,210	55.7%
	\$ 70,000	\$ 83,820	119.7%
	\$ 364,548	\$ 341,570	93.7%
	\$ 984,363	\$ 607,225	61.7%
	\$ 28,000	\$ 18,320	65.4%
	\$ 1,500	\$ -	0.0%
	\$ 152,857	\$ 133,097	87.1%
	\$ 79,900	\$ 60,008	75.1%
<b>Total</b>	<b>\$ 2,975,733</b>	<b>\$ 1,966,057</b>	<b>66.1%</b>

**Equipment**

	Budget	Spent to Date	% Spent
<i>Library Materials</i>	\$ 1,751,774	\$ 1,261,325	72.0%
<i>Computers, etc.</i>	\$ 371,883	\$ 233,967	62.9%
<i>Other</i>	\$ 86,000	\$ 68,834	80.0%
<b>Total</b>	<b>\$ 2,209,657</b>	<b>\$ 1,564,126</b>	<b>70.8%</b>
<b>Total City Expenses</b>	<b>\$ 23,910,720</b>	<b>\$ 17,086,135</b>	<b>71.5%</b>

	Budget	Spent to Date	% Spent
	\$ 1,653,774	\$ 1,156,171	69.9%
	\$ 418,707	\$ 203,649	48.6%
	\$ 70,100	\$ 38,394	54.8%
<b>Total</b>	<b>\$ 2,142,581</b>	<b>\$ 1,398,214</b>	<b>65.3%</b>
<b>Total</b>	<b>\$ 23,733,655</b>	<b>\$ 16,723,044</b>	<b>70.5%</b>

**Milwaukee Public Library  
Financial Report  
September 30, 2017**

**2017**

**2016**

**Additional Funding Sources**

**Other Departmental Appropriation**

	Budget	Spent to Date	% Spent
<i>Villard Square Lease</i>	\$ 13,182	\$ 13,182	100.0%
<i>Mitchell Street Lease</i>	\$ 36,000	\$ -	0.0%
<b>Total</b>	<b>\$ 13,182</b>	<b>\$ 13,182</b>	<b>100.0%</b>

	Budget	Spent to Date	% Spent
	\$ 13,182	\$ 13,182	100.0%
	\$ -	\$ -	0.0%
	<b>\$ 13,182</b>	<b>\$ 13,182</b>	<b>100.0%</b>

**Contract Grants**

	Budget	Spent to Date	% Spent
<i>Teacher in the Library</i>	\$ -	\$ 58,062	0.0%
<i>WTBBL</i>	\$ 968,700	\$ 231,452	23.9%
<i>ILS</i>	\$ 96,297	\$ 19,985	20.8%
<b>Total</b>	<b>\$ 1,064,997</b>	<b>\$ 309,500</b>	<b>29.1%</b>

	Budget	Spent to Date	% Spent
	\$ 100,000	\$ 62,856	62.9%
	\$ 968,700	\$ 239,132	24.7%
	\$ 96,849	\$ 19,735	20.4%
	<b>\$ 1,165,549</b>	<b>\$ 321,723</b>	<b>27.6%</b>

**Trust Funds**

	Budget	Spent to Date	% Spent
<i>Materials</i>	\$ 65,100	\$ 53,622	82.4%
<i>Programming</i>	\$ 78,278	\$ 18,487	23.6%
<i>Training</i>	\$ 10,000	\$ 5,766	57.7%
<i>Marketing</i>	\$ 22,000	\$ 6,505	29.6%
<i>Contingency</i>	\$ 2,022	\$ 784	38.8%
<b>Total</b>	<b>\$ 177,400</b>	<b>\$ 85,165</b>	<b>48.0%</b>

	Budget	Spent to Date	% Spent
	\$ 55,321	\$ 53,603	96.9%
	\$ 73,278	\$ 16,254	22.2%
	\$ 9,200	\$ 7,816	85.0%
	\$ 15,000	\$ 10,796	72.0%
	\$ 1,600	\$ 316	19.8%
	<b>\$ 154,399</b>	<b>\$ 88,785</b>	<b>57.5%</b>

**Foundation Funds**

	Budget	Spent to Date	% Spent
<i>Materials</i>	\$ 370,486	\$ 186,606	50.4%
<i>Other Activities</i>	\$ 1,339	\$ -	0.0%
<i>Programming</i>	\$ 1,226,130	\$ 422,512	34.5%
<b>Total</b>	<b>\$ 1,597,955</b>	<b>\$ 609,118</b>	<b>38.1%</b>

	Budget	Spent to Date	% Spent
	\$ 290,306	\$ 111,592	38.4%
	\$ 41,314	\$ 33,029	79.9%
	\$ 619,192	\$ 508,751	82.2%
	<b>\$ 950,812</b>	<b>\$ 653,372</b>	<b>68.7%</b>

**Investments**

*No funds were invested this period.*

## Director's Report September / October

The highlight of the past month was the opening of the Mitchell Street branch library on October 7th. The third library to be built within a mixed-use development opened its doors to the community with great fanfare and excitement. The largest branch library in the MPL system, the library boasts three levels of public space, including a maker space, a mezzanine-level reading area, a variety of meeting spaces, a teen space, children's area, a "social stair", and a comfortable seating area around a fireplace. Trustees Gurda, Bria, Cook, Sain, Kovac, Anton, and Johnson joined the library staff, MPL Foundation President Nancy Hernandez, and Mayor Barrett in welcoming the community and cutting the ribbon.

A joint public hearing was held on the Mayor's 2018 Proposed Budget, which includes \$23,081,750 for public library services. Joel Peterson, a member of the Milwaukee Public Library Friends Board, testified in favor of supporting the library. Following Mr. Peterson's remarks, the library was mentioned as a valued city service by several other members of the community. At the Library's hearing before the Common Council's Finance and Personnel Committee, the library answered questions about services being offered and the neighborhood development campaign.

### **MPL HELPS PEOPLE READ**

Adult Summer Reading. Reading is for all ages! The 2017 adult summer reading program at offered a fun and engaging reading challenge for readers ages 18 and older with MPL Book Bingo. All thirteen locations offered MPL Book Bingo in both English and Spanish. The program supports our adult Milwaukeeans in their recreational reading habits, encourages visits to the local library, and challenges participants to expand their reading interests. Prizes offered included Friends of Milwaukee Public Library membership and tote bag, Beans and Barley gift cards, Outpost gift cards, and membership to the Milwaukee Film Fest. The program was held between June 1- August 31. Attendance: 107

### **MPL HELPS PEOPLE LEARN**

Small Business Resources 101 (Spanish). Milwaukee Public Library's Business, Technology, and Periodicals Department at **Central** continues outreach initiatives in the community by taking programming on the road. Business Librarian Laura Patino translated the Small Business Resources 101 workshop into Spanish and presented it to attendees at the Hispanic Chamber of Commerce. This workshop highlights print and online resources through the Milwaukee Public Library to assist entrepreneurs with small business planning. Attendance: 10

UWM School of Education, Early Childhood Education Class Visits. Students from 2 sections of UWM's Literature for the Young Child course visited the **Central Library** in September for a presentation sharing library resources that benefit teachers and pre-school teachers. Students toured the Central Library Children's Room and worked in groups to explore the educator resources promoted on MPL's website. Mary Madigan, Early Childhood Education Specialist, shared information about Caldecott, Newbery, and Geisel Award Winners, modeled read-aloud and book extension activities, and shared information on making intentional and appropriate book choices to support the development of pre-literacy skills during story time and read aloud programs. Attendance: 40.

Yesterday's Negro League Baseball Players Exhibit & Reception. During the month of September **Central Library** hosted the Yesterday's Negro League Baseball Players exhibit. The exhibit contained portraits, documents, artifacts, and memorabilia from the Negro Baseball Leagues, which began in 1920 and endured until 1960. On September 16 in Mozart's Grove, Mr. Dennis Biddle, the youngest living Negro League player, spoke about his experience in the league and the importance of sharing this little known history. Attendance: 32

What Can You Do About Climate Change? UW-Madison Professor of Atmospheric and Oceanic Studies Ankur Desai presented a program at **Central Library** on current climate change science, what the science projections mean for ecosystems and society, and why developing climate policy or technological solutions are so difficult. Professor Desai engaged the group in a discussion on what concerned citizens can do to ensure a healthy, prosperous, sustainable, and just world. Attendance: 19.

Washington Park's Tutoring Program. **Washington Park branch** has expanded its Drop-In Adult Tutoring Program this fall and now has four tutors serving our community members every week, each available on a different day of the week. Shareef tutors Mondays from 3:00-5:00 p.m. and specializes in Math and Science. Bill tutors Tuesdays from 3-6 pm, is retired from teaching, and is able to provide English as a Second Language help. Rosie, a long time Washington Park volunteer, tutors Basic Skills students on Wednesdays from 2:30-4:00 p.m. And Deangelo, also with our branch for several years, sees students Saturdays from 10:00 a.m.-1:30 p.m. Attendance during our eight September 2017 tutoring sessions: 18.

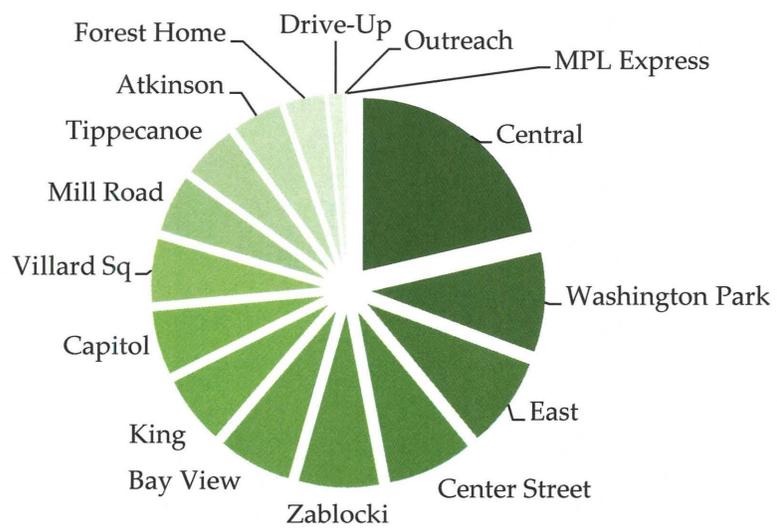
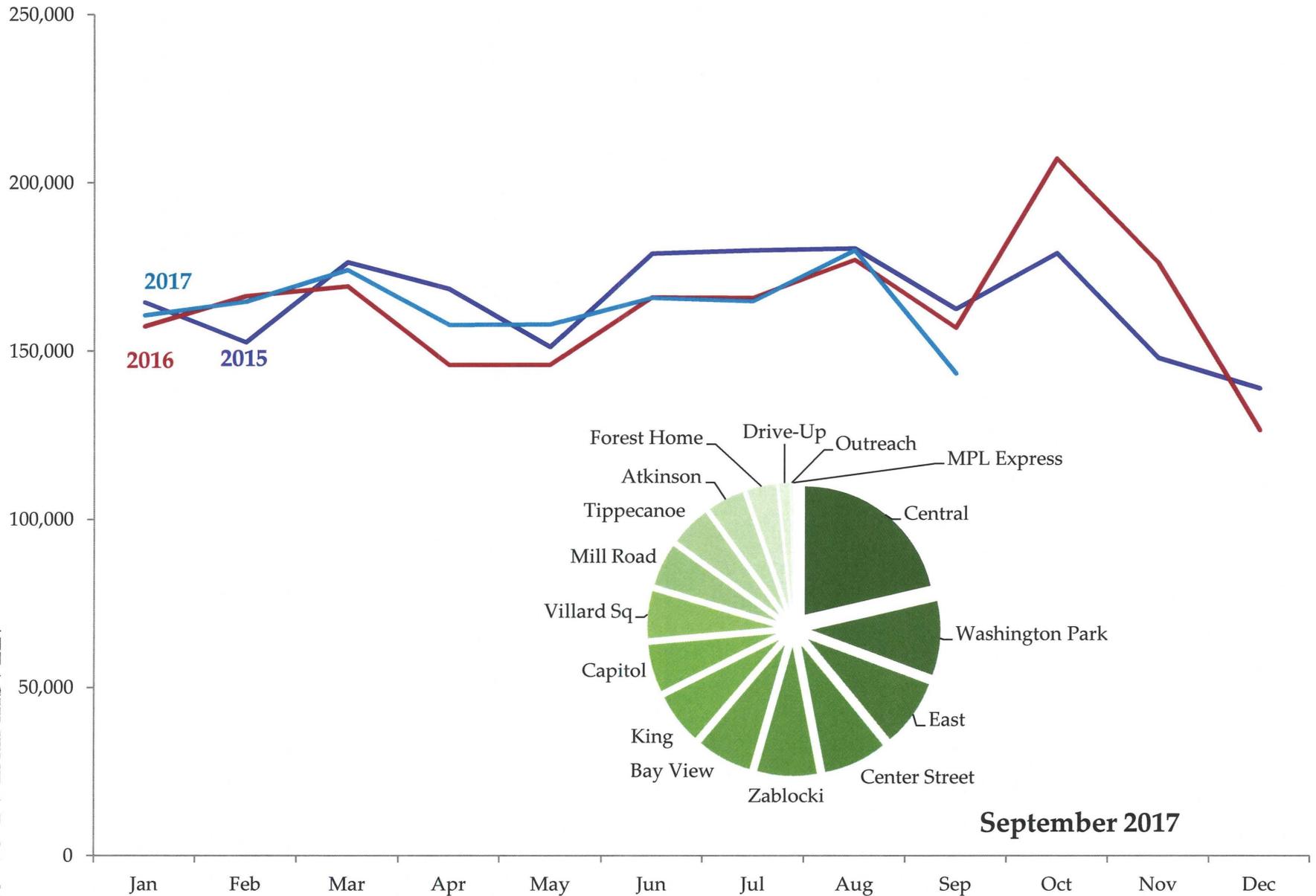
#### **MPL HELPS PEOPLE CONNECT**

Doors Open Milwaukee. The **Central Library** had another successful Doors Open weekend on September 23 and 24. Over one thousand people requested information and 1,281 people were counted on tours. This year, tours of the Dome, Green Roof, Tier 3, and the 4th Floor former Museum offices were featured. Many other areas were open for viewing. Thanks to all staff teams for maintaining the welcoming spirit of the day, and helping all patrons have a great library experience. Attendance: 1,281

Banned Books Buffet. **East branch** hosted a banned books buffet during Banned Books Week, a time dedicated to celebrating the freedom to read and recognizing the important role libraries play in upholding the principles of intellectual freedom. The Banned Books Buffet features a sampling of frequently banned and challenged books, as well as the most challenged books of 2016. The titles included graphic novels, children's picture books, and young adult books. Information on why the challenges occurred and current efforts to provide equitable access to reading materials was shared. Attendees were also encouraged to get creative by making banned books buttons and art. Attendance: 10.

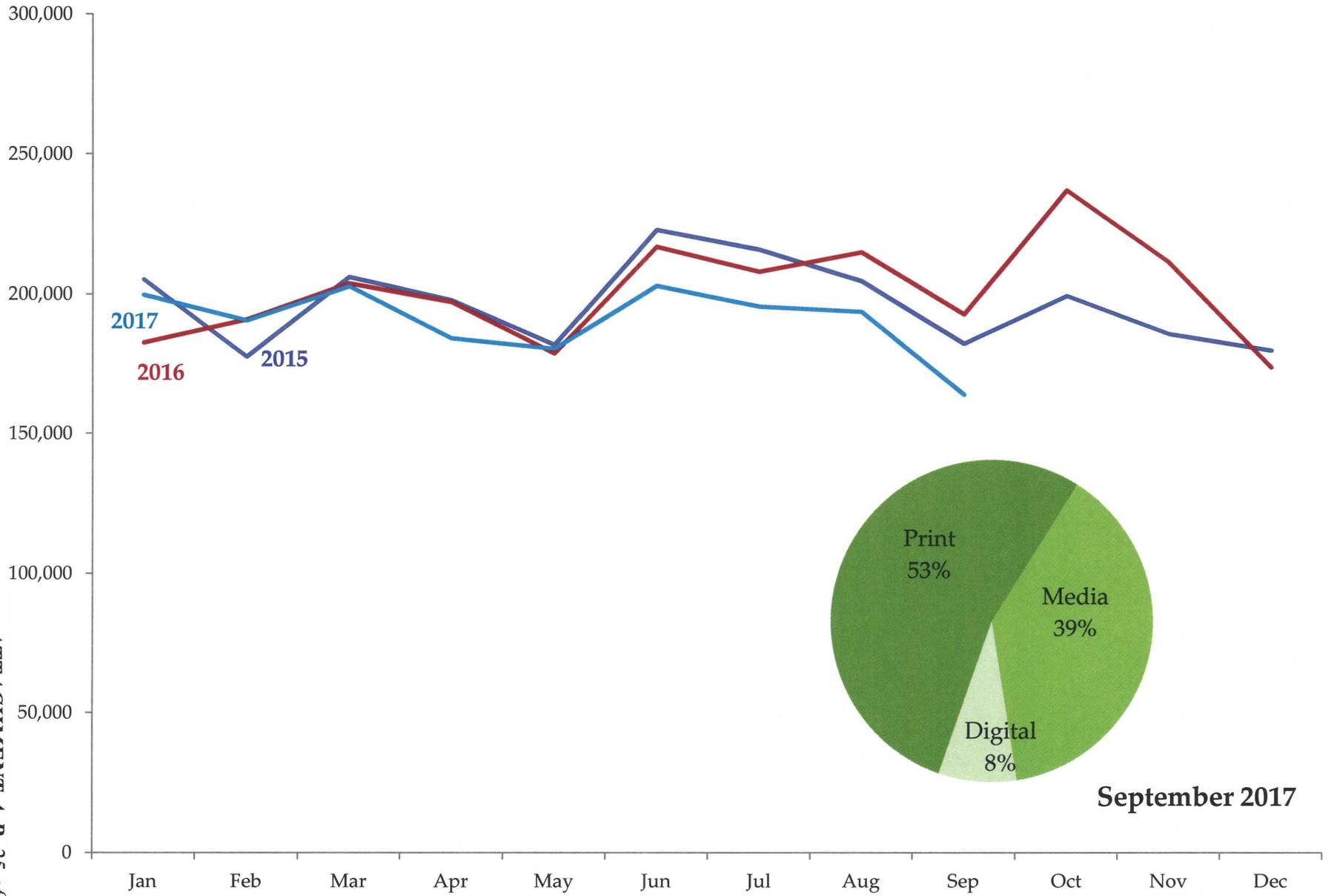
PARK(ing) Day. The library participated in the Milwaukee Downtown, BID #21's first ever presentation of the downtown PARK(ing) Day event on Friday, September 15, 2017 from 10:00 AM - 3:00 PM. PARK(ing) Day is a national event that was first organized in San Francisco in 2005 to transform parking stalls in to pop-up parks and parklets to enhance the public realm and pedestrian experience. In partnership with the Friends of MPL and others, we counted 111 meaningful contacts, gained 2 new Friends members, sold \$116 in goods, and created or renewed 7 patron accounts. Approximately a dozen additional people attended the presentations, a poetry reading by Destinny Fletcher and a new lecture on the exterior features of the Central Library presented by Public Services Manager Dawn Lauber. Some attendees shared how much they love their library and all that we do for them. Milwaukee Downtown BID #21 coordinator Matt Dorner shared, "It was also great to see Milwaukee listed on the Project for Public Spaces facebook page with some of the world's most well-known cities as a place participating in a large scale Park(ing) Day event. Mr. Dorner selected the library's parklet for the local media interview, and Central Library loomed large in the background for all who saw it on the news.

# Milwaukee Public Library Visits

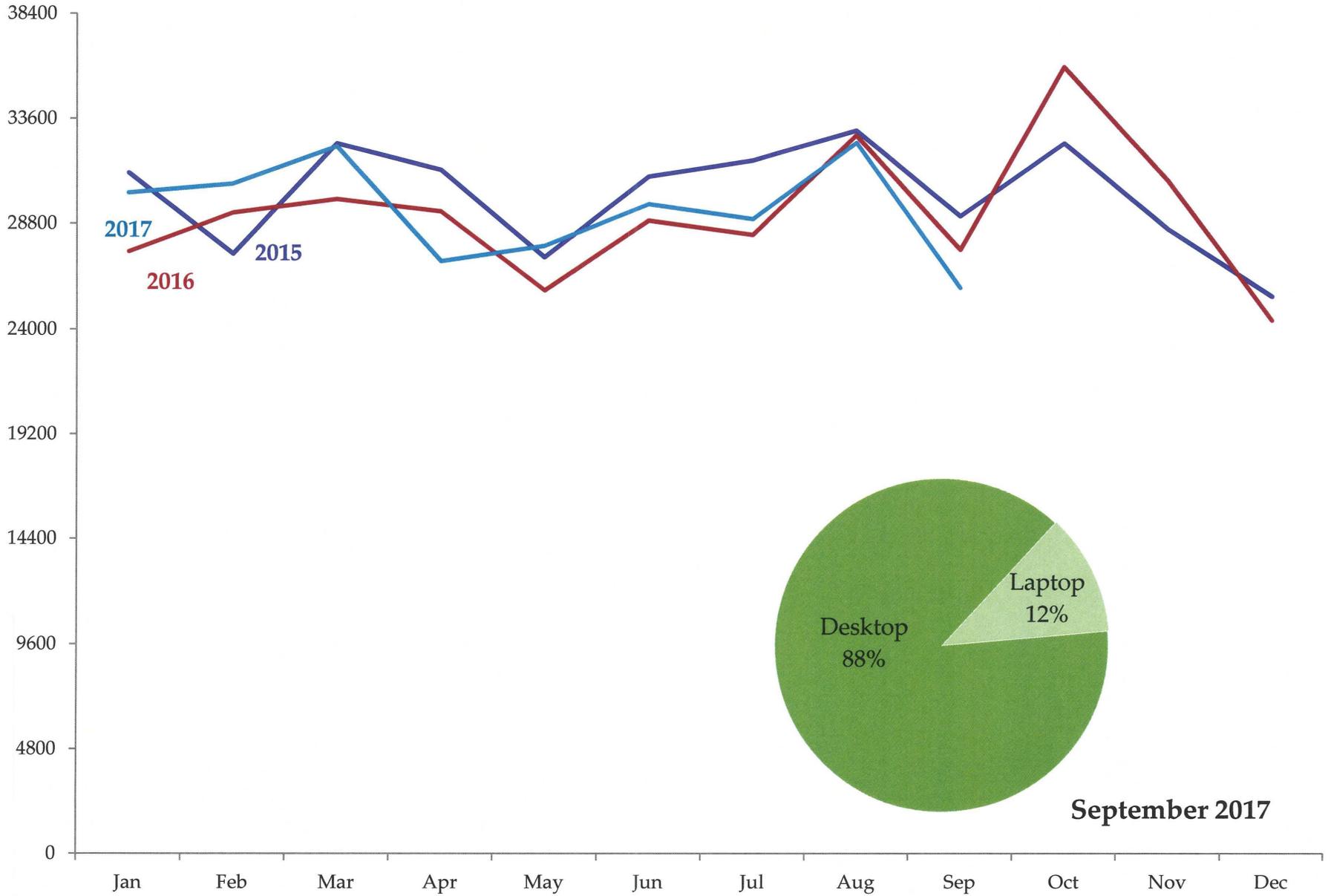


September 2017

# Milwaukee Public Library Circulation



# Milwaukee Public Library Hours of Computer Usage



Milwaukee Public Library  
Computer, Internet, and Electronic Statistics  
September, 2017

Unique Visitors to the MPL Website						
	This Month	Same Month Last Year	% Increase or Decrease	Year to Date	Previous Year to Date	% Increase or Decrease
	268,194	370,969	-27.7%	2,273,274	3,834,961	-40.7%

Database Hits						
	This Month	Same Month Last Year	% Increase or Decrease	Year to Date	Previous Year to Date	% Increase or Decrease
	5,481	4,308	27.2%	45,511	41,511	9.6%

OverDrive Digital Download Circulation, by format						
	This Month	Same Month Last Year	% Increase or Decrease	Year to Date	Previous Year to Date	% Increase or Decrease
eBooks	8,045	7,720	4.2%	76,293	66,178	15.3%
Audiobooks	5,765	5,083	13.4%	52,555	44,254	18.8%

Downloads of Digital Music through Freegal						
	This Month	Same Month Last Year	% Increase or Decrease	Year to Date	Previous Year to Date	% Increase or Decrease
	2,316	2,795	-17%	22,996	26,412	-13%

Milwaukee Patron Holds Placed Through CountyCat						
	This Month	Same Month Last Year	% Increase or Decrease	Year to Date	Previous Year to Date	% Increase or Decrease
	38,008	36,970	2.8%	348,193	349,017	-0.2%

Paging Slips						
	This Month	Same Month Last Year	% Increase or Decrease	Year to Date	Previous Year to Date	% Increase or Decrease
Central	10,951	10,987	-0.3%	106,646	105,046	1.5%
Atkinson	769	907	-15.2%	7,655	6,724	13.9%
Bay View	2,126	2,098	1.3%	21,257	20,959	1.4%
Capitol	1,803	1,720	4.8%	16,299	16,119	1.1%
Center Street	884	875	1.0%	8,545	8,719	-2.0%
East	2,026	1,836	10.4%	19,349	17,631	9.7%
Forest Home	426	1,006	-57.7%	8,783	8,945	-1.8%
Martin Luther King	963	805	19.6%	8,110	6,951	16.7%
Mill Road	1,215	1,033	17.6%	10,795	10,575	2.1%
Tippecanoe	1,930	1,655	16.6%	16,255	11,649	39.5%
Villard Square	918	790	16.2%	7,232	7,787	-7.1%
Washington Park	1,122	795	41.1%	10,091	7,919	27.4%
Zablocki	2,058	1,946	5.8%	18,891	19,296	-2.1%
YCOS--Outreach	341	101	237.6%	2,533	847	199.1%
TOTAL	27,532	26,554	3.7%	262,441	249,167	5.3%



MILWAUKEE  
PUBLIC LIBRARY

*Paula A. Kiely  
Director*

October 3, 2017

To: Innovation and Strategy Committee of the  
Milwaukee Public Library Board of Trustees:  
Chair Joan Prince, Nik Kovac, Michelle Bria, Sharon Cook, Chris Layden  
*all trustees are welcome to attend*

Fm: Paula A. Kiely, Library Director

Re: Innovation and Strategy Committee Meeting  
Wednesday October 11, 2017, 9:00 p.m.-10:00 a.m.  
Central Library Meeting Room 1, 814 W. Wisconsin Avenue

**MEETING NOTICE AND AGENDA**

1. **Library Board Retreat.** The committee will review the planned activities leading up to the 2018 Board retreat and discuss how they can support the process.
2. **Committee Responsibilities and Goals.** The committee will review its responsibilities as stated in the Bylaws and discuss short- and long-term goals.

*Persons engaged in lobbying as defined in s. 305-43-4 of the Milwaukee Code of Ordinances are required to register with the City Clerk's Office License Division. More information is available at [www.milwaukee.gov/lobby](http://www.milwaukee.gov/lobby) or by calling (414) 286-2238.*

*Please be advised that members of the Milwaukee Common Council who are also members of this body will be in attendance at this meeting. In addition, Common Council members who are not members of this body may attend this meeting to participate or to gather information. A quorum of the Common Council or any of its standing committees may be present, but no formal Common Council action will be taken at this meeting.*

*PLEASE NOTE: Upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities. Make requests to the Library Director's Office at (414)286-3021, 286-2794 (FAX), 286-3062 (TDD), or Central Library, 814 W. Wisconsin Ave., Milwaukee, WI 53233 Attn: Accommodation Request.*

**ATTACHMENT B-P. 1 of 2**  
**MPL AGENDA 10/24/17**

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**MILWAUKEE PUBLIC LIBRARY  
BOARD OF TRUSTEES  
INNOVATION & STRATEGY COMMITTEE  
MINUTES**

**Wednesday October 11, 2017  
Central Library Meeting Room 1**

**PRESENT:** Michelle Bria, Sharon Cook, Chris Layden, Joan Prince, Paula Kiely

**EXCUSED:** Ald. Nik Kovac

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Committee Chair Joan Prince called the MPL Board of Trustees Building & Development Committee meeting to order at 9:02 a.m. on October 11, 2017 with a quorum present. The agenda items were taken out of order; however, these minutes are presented in numerical sequence.

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1. **Library Board Retreat.** Director Kiely reminded the committee that Mr. Frank Martinelli is facilitating the retreat process that will lead to a MPL Board retreat in 2018. She briefly summarized Mr. Frank Martinelli's presentation to the Board on September 26, 2017. Over the next several months, trustees will take a survey and participate in activities that will help guide the focus of the 2018 Board retreat. It was suggested that the MPL Foundation Board president and the Friends of the Library Board president be invited to attend the retreat. Trustee Layden said the Trustees could benefit from education on the Boards that support MPL and the financial background and different levers the Board controls and other revenue sources. He added that the Trustees need to empower the Boards to act strategically on how to project the library system's future. The committee asked Director Kiely to create financial model options and scenarios that would lead to specific outcomes. The Trustees, as financial stewards, need to know how their decisions impact library service. Informational item.

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2. **Committee Responsibilities and Goals.** Trustee Prince summarized the past work of this committee, which hasn't met since 2013. The Innovation and Strategy Committee took the lead during facilities planning, the last strategic planning process, and past negotiations with the Milwaukee County Federated Library System. Suggestions for areas in which the committee could take a leadership role were discussed and included:

- Legislative issues as they relate to the MPL system
- Updates on MPL's Strategic Plan including timelines and accomplishments
- Board of Trustees retreat
- Succession planning for Trustees and staff
- Education for the Board by utilizing speakers and attending conferences
- Solutions from other libraries
- Role and relationship of the MPL Foundation and Friends of the Library
- Strategic empowerment for revenue purposes
- Suggestions for Resources / Recommendations / Research topics on the Board agenda

The committee agreed to meet again in December and every other month thereafter.

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The meeting of the Milwaukee Public Library Board's Innovation & Strategy Committee was adjourned at 10:15 a.m. on October 11, 2017.

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**MILWAUKEE**  
**PUBLIC LIBRARY**

*Paula A. Kiely*  
*Director*

September 25, 2017

To: Finance & Personnel Committee of the  
Milwaukee Public Library Board of Trustees:  
Chair JoAnne Anton, Ald. Milele Coggs, Ald. Chevy Johnson,  
Chris Layden, Joan Prince *all trustees are welcome to attend*  
MPL: Jennifer Meyer-Stearns, Sarah Leszczynski  
US Bank: Richard Romero, Wayne Sattler

Fm: Paula A. Kiely, Library Director

Re: Finance & Personnel Committee Meeting  
Wednesday October 4, 2017, 4:00 p.m.-5:00 p.m.  
Central Library Meeting Room 1, 814 W. Wisconsin Avenue

**MEETING NOTICE AND AGENDA**

1. **Quarterly Review of Fund Investments.** Mr. Wayne Sattler of US Bank will review the performance of the Trust Fund investments and offer suggestions for maximizing returns.
2. **Quarterly Library Report of the Internal Control of the MPL Trust and Gift Funds.** Assistant Director Jennifer Meyer-Stearns will report on internal accounting management.  
Attachment A, page 2
3. **2018 MPL Trust Fund Expenditures.** Approval will be requested to expend funds from the Trust Fund for materials, staff training, programming, marketing and contingency in 2018.  
Attachment B, page 5
4. **Gifts.** The committee will discuss the management and use of Mrs. Lucile Krug's and other future bequests.
5. **2018 Program Support Request to the MPL Foundation.** Director Kiely will inform the committee on the process of prioritizing library programs and their funding.

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**ATTACHMENT C-P. 1 of 8**  
**MPL AGENDA 10/24/17**

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# MEMORANDUM

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**Date:** September 26, 2017

**To:** Paula A. Kiely, Library Director

**From:** Jennifer Meyer, Assistant Director Library Operations

**Re:** Internal Controls – Third Period 2017

I have confirmed that in June, July and August 2017 Library staff followed Trust Fund internal control procedures. I am pleased to report that there were no issues with the operations of the Library Gift and Trust Fund during this period.

The Accounting Assistant received all checks and prepared cash receipts for each one. I reviewed and retained a copy of each cash receipt.

The Library Business Manager prepared checks and Fund Payment Requests for signature based on the Board's Check Signature Policy and posted all transactions to QuickBooks.

I received the June - August bank statements, reviewed canceled checks and prepared the monthly bank reconciliations for this period.

## MPL Trust and Gift Funds

09/27/17

## Balance Sheet

Accrual Basis

As of August 31, 2017

	Aug 31, 17
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
Checking - US Bank	1,139,306.25
Common Stock	907.50
Trust & Custody - US Bank	3,770,329.95
Total Checking/Savings	4,910,543.70
Total Current Assets	4,910,543.70
<b>TOTAL ASSETS</b>	<b>4,910,543.70</b>
<b>LIABILITIES &amp; EQUITY</b>	
Equity	
Assigned - Gift	
Architectural Archives	11,824.67
Bookfellows of Milwaukee	5,529.63
Children's Programming	-597.47
General Library Development	100,020.63
Great Lakes Marine	16,921.63
Interlibrary Loan	121.91
Little Memorial, Clara	1,361.43
Marketing	-130.45
Milwaukee Photo Collection	22,018.91
Railroad Drawings	7,592.84
Staff Training	-3.40
Young Adult Programming	-140.00
Total Assigned - Gift	164,520.33
Restricted - Trust/Gift	
Goldstein	2,165.03
Hunkel	65,600.69
Railroad Drawings	15,000.00
Strehlow	51,824.65
Talking Book & Braille Library	133,653.84
Total Restricted - Trust/Gift	268,244.21
Unassigned - Trust Fund	3,273,776.22
Net Income	1,204,002.94
Total Equity	4,910,543.70
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>4,910,543.70</b>

**MPL Trust and Gift Funds**  
**Revenues and Expenditures - Total All Funds**  
 January through August 2017

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Jan - Aug 17

Ordinary Income/Expense	
Income	
Bequests	850,080.00
Facilities Rental	7,525.00
Gifts	4,285.00
Investment Income	
Gains and Losses	361,204.70
Interest and Dividends	35,807.41
Total Investment Income	397,012.11
Other Income	20,260.92
Sale of Materials	4,559.27
Total Income	1,283,722.30
Expense	
Events	3,417.00
Honorarium	8,471.00
Memberships	1,666.50
Mileage	2,280.03
Miscellaneous Expenses	1,152.32
Outside Services	25,433.82
Photo Reproductions	522.34
Professional Fees	13,982.12
Sales Tax	-17.58
Supplies	22,811.81
Total Expense	79,719.36
Net Ordinary Income	1,204,002.94
Net Income	<u>1,204,002.94</u>



**MILWAUKEE**  
**PUBLIC LIBRARY**

September 27, 2017

To: Milwaukee Public Library Board Finance & Personnel Committee  
Fr: Paula A. Kiely, Library Director  
Re: 2018 Trust Fund and Gift Fund Expenditure Request

Approval is requested to expend up to \$131,122 from the Milwaukee Public Library Trust and Gift Funds for operational support during 2018.

TRUST FUND

\$134,738	Unrestricted – staff training, public program support, marketing and promotion, and collection materials. (Based on 4% of the average unrestricted fund value of the last 12 quarters.)
\$ 10,000	Restricted – \$12,000 from Hunkle Fund supports books or equipment pertaining to art, travel, literature, or music.
<u>\$144,738</u>	Total Trust Fund Expenditure Request

**MILWAUKEE PUBLIC LIBRARY  
BOARD OF TRUSTEES  
FINANCE & PERSONNEL COMMITTEE  
MINUTES**

**Wednesday October 4, 2017  
Central Library Meeting Room 1  
814 W. Wisconsin Avenue**

**PRESENT:** JoAnne Anton, Ald. Milele Coggs, Ald. Nik Kovac, Paula Kiely

**EXCUSED:** Ald. Chevy Johnson, Chris Layden, Joan Prince

**OTHERS**

**PRESENT:** MPL: Sarah Leszczynski, Jennifer Meyer-Stearns, Crystal Sura  
US Bank: Richard Romero, Wayne Sattler

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Chair and Financial Secretary JoAnne Anton called the meeting of the Board of Trustees Finance & Personnel Committee to order at 4:10 p.m. on Tuesday October 4, 2017 with a quorum present. Trustee Nik Kovac was temporarily appointed to the committee.

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1. **Quarterly Review of Fund Investments.** The Board received the U.S. Bank Institutional Trust and Custody quarterly report for MPL dated October 4, 2017 prior to the committee meeting. U.S. Bank Senior Portfolio Manager Wayne Sattler provided a market overview. The investment performance of the library's trust fund for the period ending August 31, 2017 was reviewed. As of September 1, 2017, the new bench marks followed the guidelines established in the Trust fund Investment Policy, approved by the Board of Trustees on April 25, 2017. The portfolio overview was summarized. No changes to the current allocations were recommended. The committee accepted the report. Informational item.

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2. **Quarterly Report of the Internal Control of the MPL Trust and Gift Funds.** Assistant Library Director Jennifer Meyer-Stearns referred to the memo regarding Internal Controls – Third Period 2017, Balance Sheet and Revenues and Expenditures through August 2017, attachment A, page 2-4 of the agenda. She reported to the committee that all reconciliations and statements have been reviewed and approved monthly and have been found to be in good order. Informational item.

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3. **2018 MPL Trust Fund Expenditures.** Director Kiely referred to the memo dated September 27, 2017, regarding the 2018 Trust Fund and Gift Fund Expenditure Request, attachment B, page 5 of the agenda. Library administration is requesting approval to expend \$134,738 of unrestricted funds from the MPL Trust Fund to be used for staff training, public program support, marketing and promotion, and collection materials. This amount is based on 4% of the average unrestricted fund value of the last twelve quarters. Restricted funds of \$10,000 will be spent as the donor specified, to support books or equipment pertaining to art, travel, literature, or music. The request totals \$144,738. Trustee Coggs moved and Trustee Kovac seconded a motion to approve the recommendation made by library administration to expend \$144,738 from the MPL Trust Fund for operational support during 2018. A detailed report on how the funds were allocated is presented to the committee annually in January. Motion passed

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4. **Gifts.** Director Kiely reminded the committee that at the Regular Board meeting on July 25, 2017, it was announced that Mrs. Lucile Krug bequeathed \$850,000 to the library, half of which is designated for the Rare Books Room. The Trustees asked that the Library's Finance and Personnel Committee discuss management of the funds. The funds were deposited in the MPL Trust Fund, but the money can be moved to the MPL Foundation. The MPL Foundation has a policy that any gift over \$25,000 is to be named for the donor. Therefore, programming and materials spending would be recognized with the interests of the donor in mind. Discussion ensued regarding leaving the bequest in MPL Trust or moving it to the MPL Foundation's Quasi Endowment Fund and options for future bequests. Director Kiely noted that library leadership can influence how the Foundation spends their funds for programming or capital projects. Trustee Anton entertained a motion that the committee recommend to the full Board that Mrs. Lucile Krug's gift of \$850,000 be advanced to the MPL Foundation and that the MPL Foundation will be responsible for the direction of the funds moving forward to the wishes of Mrs. Krug. Trustee Kovac so moved. Trustee Coggs seconded the motion. Motion passed. The committee was in consensus that large bequests to MPL should be reviewed individually.

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5. **2018 Program Support Request to the MPL Foundation.** Director Kiely distributed a draft document listing 2018 Foundation Requests dated October 4, 2017, attached at the end of these minutes. MPL has identified capital projects, continuing programs, electronic resources and the funding needed from the MPL Foundation to support them. The committee reviewed the document. Informational item.

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The meeting of the Library Board's Finance & Personnel Committee was adjourned at 5:00 p.m. on Wednesday October 4, 2017.

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<b>2018 Foundation Request</b> DRAFT - 10/4/2017	<b>Carry-over</b>	<b>Staff Request</b>	<b>Already Raised by MPLF</b>	<b>Total Needed</b>	<b>Approved with Other, Non-MPLF Funding</b>	<b>Approved for MPLF Request</b>
Capital Funding Request - Mill	\$ -	\$ 330,000	\$ -	\$ 330,000	\$ -	\$ 330,000
Continuing Programs	\$ 21,300	\$ 722,554	\$ -	\$ 701,254	\$ -	\$ 701,254
New Programs - Committed	\$ 25,000	\$ 45,000	\$ -	\$ 20,000	\$ -	\$ 20,000
New Programs - Pending Funding	\$ -	\$ 160,000	\$ 15,000	\$ 145,000	\$ -	\$ 145,000
Discretionary Programs	\$ -	\$ 53,750	\$ -	\$ 53,750	\$ -	\$ 53,750
Books and e-resources	\$ -	\$ 260,100	\$ 9,650	\$ 250,450	\$ -	\$ 250,450
Professional Development	\$ 27,000	\$ 27,000	\$ -	\$ -	\$ -	\$ -
Friends Funded	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -
Trust Funded	\$ -	\$ 7,385	\$ -	\$ 7,385	\$ 7,385	\$ -
City Funded - Programs	\$ -	\$ 115,000	\$ -	\$ 115,000	\$ 115,000	\$ -
resources	\$ -	\$ 1,751,774	\$ -	\$ 1,751,744	\$ 1,751,744	\$ -
<b>TOTALS</b>	<b>\$ 83,300</b>	<b>\$ 1,720,789</b>	<b>\$ 34,650</b>	<b>\$ 1,632,839</b>	<b>\$ 122,385</b>	<b>\$ 1,500,454</b>

DRAFT



**MILWAUKEE**  
**PUBLIC LIBRARY**

*Paula A. Kiely*  
*Director*

September 29, 2017

To: Library Building & Development Committee of the  
Milwaukee Public Library Board of Trustees:  
Chairperson Michele Bria, Sharon Cook, Ald. Nik Kovac, Joan Prince, Dir. Mark Sain  
*All trustees are welcome to attend*  
MPL: Joan Johnson, Jennifer Meyer Stearns, Sam McGovern-Rowen, Armando Chacon  
Maures Development / Royal Capital Group  
Young Development Group LLC

Fm: Paula A. Kiely, Library Director

Re: Library Building & Development Committee Meeting  
October 5, 2017, Thursday, 8:00 a.m.-9:00 a.m.  
Central Library Meeting Room 1

**MEETING NOTICE AND AGENDA**

1. **Mill Road / Good Hope Road Redevelopment Project.** The development team for this project, Maures Development / Royal Capital Group, will present an update and review the design concept.
2. **Martin Luther King Redevelopment Project.** The development team for this project, Young Development Group LLC, will present their financing plan for committee consideration. The committee may approve the financing plan for the Martin Luther King Redevelopment.

“The Library Board of Trustees may vote to convene in Executive Session, pursuant to Wisconsin Statutes sec. 19.85(1)(e), for the purpose of deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session,” for the purpose of deliberating over the Martin Luther King Redevelopment financing plan.

The Committee may reconvene in open session at the conclusion of its closed session to announce their recommendation which will be forwarded to the Milwaukee Public Library Board of Trustees.

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**ATTACHMENT D-P. 1 of 5**  
**MPL AGENDA 10/24/17**

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**MILWAUKEE PUBLIC LIBRARY  
BOARD OF TRUSTEES  
BUILDING & DEVELOPMENT COMMITTEE  
MINUTES**

**Thursday October 5, 2017  
Central Library Meeting Room 1**

**PRESENT:** Michele Bria, Sharon Cook, Ald. Nik Kovac, Dir. Mark Sain, Paula Kiely

**EXCUSED:** Joan Prince

**OTHERS** MPL: Joan Johnson, Jennifer Meyer Stearns, Sam McGovern-Rowen, Crystal Sura

**PRESENT:** Budget & Management: Eric Pearson

City Attorney's Office: Rachel Kennedy,

Maures Development / Royal Capital Group: Terrell Walter

Engberg Anderson Architects: Tim Wolosz, Will Manley

Young Development Group: Lavelle Young

LISC Milwaukee: Donsia Stronghill

Cinnaire: Chris Laurent

WHEDA: Farshad Maltes

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Committee Chair Michele Bria called the MPL Board of Trustees Building & Development Committee meeting to order at 8:02 a.m. on October 5, 2017 with a quorum present.

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1. **Mill Road / Good Hope Road Redevelopment Project.** Mr. Terrell Walter provided a follow-up from the September 26, 2017 Regular Board meeting. Since that meeting, the developer team received preliminary information from the architect's site survey and landscape architect that the parking plan should work. Mr. Walter confirmed that the library will have sixty parking spaces and sixty-five spaces will be designated for the apartment residents. As the team proceeds into the design and development phase of the project, the general contractor is pricing the construction. Once pricing is determined, Maures Development / Royal Capital Group will work with MPL to determine the library scope and what additional items will be added to the white box specifications for the library's financial contribution to the project.

Mr. Tim Wolosz from Engberg Anderson Architects distributed a design concept for the mixed-use building that will house the new library on Good Hope Road. The Trustees reviewed the building design as Mr. Wolosz explained the revisions that were made with consideration to the committee's suggestions. Exterior material samples were also viewed. The committee asked for a few iterations of signage that will identify the library space. Design meetings with the developer's and library's architect teams and the library's team will continue. Construction will begin in the spring of 2018. Informational item.

2. **Martin Luther King Redevelopment Project.** Mr. Lavelle Young from Young Development Group distributed documents titled Development Summary Project Sources, and Project Uses, attached at the end of these minutes. He summarized the updated financing plan for the mixed-use redevelopment project that will house a new 17,000 square foot library on the current site of

2. **Martin Luther King Redevelopment Project.** (continued)

the Martin Luther King branch. The development team is confident that the funding sources will be secured for this project to move forward. A significant cost-effective change is that the team expects to acquire the green space immediately north of the library, which will allow fifteen parking spaces to be moved from underground to surface parking. Library Construction Manager Sam McGovern-Rowen noted that the estimated library costs for the grey box purchase and buildout will be vetted by MPL from two sources. After a brief discussion, Vice-President Bria stated her intention to convene to move into Executive Session pursuant to Wisconsin Statutes sec. 19.85(1)(e), for the purpose of deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session, for the purpose of deliberating over the Martin Luther King Redevelopment financing plan. Trustee Kovac moved and Trustee Cook seconded the motion to convene in Executive Session. Roll call vote was taken and the motion passed unanimously. Director Paula Kiely, Library Construction Project Manager Sam McGovern-Rowen, Assistant Director of Library Operations Jennifer Meyer-Stearns, Assistant City Attorney Rachel Kennedy and Administrative Assistant Crystal Sura remained during closed session. After discussion, the Board convened in open session on a motion by Trustee Cook, seconded by Trustee Sain. In open session, Vice-President Bria stated that the committee is pleased with the progress of the Martin Luther King redevelopment financing plan and is excited to move the project forward and look forward to hearing further details about the financing and timeline.

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The meeting of the Milwaukee Public Library Board's Building & Development Committee was adjourned at 9:25 a.m. on October 5, 2017.

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# DEVELOPMENT SUMMARY

## PROJECT SOURCES

<b>WHEDA 7/10 Flex Mortgage</b>	
Mortgage Guarantor: Cinnaire/Building Blocks	5,716,594
<b>New Market Tax Credits:</b>	
\$15MM Credits -- Cash after the sell of credits: \$4,321,853	
Apartments NMTC Cash	3,560,964
<b>Milwaukee Public Library</b>	
Milwaukee Public Library NMTC Cash	760,889
Milwaukee Public Library Grey Box Purchase Price	1,897,500
Milwaukee Public Library Buildout	2,602,500
<b>Investors'/Owners' Equity</b>	524,417
<b>Bader Philanthropies (Board's Decision Oct 27th)</b>	500,000
<b>Total</b>	<b>15,562,864</b>

# DEVELOPMENT SUMMARY

## PROJECT USES

<b>Acquisition Price</b>	1
<b>Apartment Building Costs</b>	7,635,223
<b>Milwaukee Public Library Construction Costs</b>	
Milwaukee Public Library Grey Box	2,460,186
Milwaukee Public Library Buildout	2,602,500
Milwaukee Public Library Parking	198,203
<b>Soft Costs</b>	2,666,751
<b>Total</b>	<b>15,562,864</b>