



# 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, 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 April 24, 2018**

**4:30 p.m.**

**Central Library**

**Community Meeting Room 1**

**814 West Wisconsin Avenue**

**Milwaukee, WI 53233**

### **AGENDA**

### ***Annual Board Photo***

### **PUBLIC COMMENT**

### **SPECIAL COMMUNICATION**

1. **Staff Recognition**. The Board will present a resolution honoring Crystal Sura, thanking her for her thirty-seven years of service to the library.
2. **Trustee Recognition**. The Board will present a resolution honoring Board member JoAnne Anton, thanking her for her three years of service.
3. **Teen Interns**. Education and Outreach Specialist Petra Duecker will introduce several of the Teen Interns employed through the city's Promise Zone fund.

## CONSENT AGENDA

Attachment A, page 3

4. **Regular Board Meeting Minutes March 27, 2018.**
5. **Committee Reports.**
  - a. Nominating Committee Meeting Minutes March 28, 2018
  - b. Innovation and Strategy Committee Meeting Minutes April 11, 2018
6. **Administrative Reports.**
  - a. Personnel Actions
  - b. Financial Report
  - c. Library Director's Reports

## REPORTS

7. **MPL Foundation Report.** MPL Foundation Executive Director Ryan Daniels will report on 2018 fundraising.

## STRATEGIC DISCUSSION

8. **Race & Social Equity and Board Leadership.** The Trustees and President and CEO of the Urban Libraries Council (ULC) Susan Benton will discuss the recent work done at ULC around race & social equity and how other Library Boards are providing leadership in this and other areas affecting public libraries.

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

- May 3, 2018 Building and Development Committee Central Library 8:00 a.m.*
- May 7, 2018 Library Services & Programs Committee Central Library 5:30 p.m.*
- May 22, 2018 Finance & Personnel Committee Central Library 4:00 p.m.*
- May 22, 2018 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.*

**MILWAUKEE PUBLIC LIBRARY  
BOARD OF TRUSTEES  
REGULAR MEETING  
MINUTES  
Tuesday March 27, 2018  
Central Library Community Room 1  
814 West Wisconsin Avenue  
Milwaukee, WI 53233**

- PRESENT:** JoAnne Anton, Michele Bria, Ald. Milele Coggs, Sharon Cook, John Gurda, Joan Prince, Dir. Mark Sain, Jennifer Smith, Paula Kiely
- EXCUSED:** Ald. Cavalier Johnson, Ald. Nik Kovac, Chris Layden, Sup. Marcelia Nicholson
- STAFF:** Eileen Force Cahill, Ryan Daniels, Joan Johnson, Dawn Lauber, Sam McGovern-Rowen, Jennifer Meyer-Stearns, Judy Pinger, Rebecca Schweisberger, Crystal Sura, Kelly Wochinske
- OTHERS** Steve Heser, Milwaukee County Federated Library System
- PRESENT:** Frank Martinelli, Center for Public Skills Training

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President John Gurda, called the meeting of the Milwaukee Public Library Board of Trustees to order at 4:33 p.m. on March 27, 2018 with a quorum present. Trustee Coggs participated by conference phone.

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**PUBLIC COMMENT** Alderwoman Chantia Lewis stated that she has attended the Good Hope Project community meetings at the Mill Road branch. Members of the community in her district, which includes the library, have presented her with a name of Dr. Irene Groggans for the new library. Dr. Groggans was a celebrated historian in the Milwaukee African-American community. Alderwoman Lewis thanked the Board for their consideration.

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**SPECIAL COMMUNICATION**

1. **New Milwaukee County Federated Library System (MCFLS) Executive Director.**  
President Gurda introduced Mr. Steve Heser, newly appointed as MCFLS executive director. As the library system's administrator, he developed a good working relationship with MPL. Most recently he was involved with a library fines study, partnering with MPL and UW Milwaukee. Mr. Heser said he intends to meet with other member libraries and their boards throughout 2018 to assess current needs and understand how MCFLS can bring value to their system membership. MCFLS will go through a strategic planning process later this year. Member contracts expire in December 2019 and the strategic planning process will help inform priorities. MCFLS has also been participating in the Public Library System Redesign project. Informational item.

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**CONSENT AGENDA**

2. **Regular Board Meeting Minutes January 23, 2018.**
3. **Special Board Meeting Minutes March 9, 2018.**
4. **Committee Reports.**  
Innovation and Strategy Committee Meeting Minutes February 14, 2018

5. **Administrative Reports.**
  - a. Personnel Actions
  - b. Financial Report
  - c. Library Director's Reports
  - d. Communication from Alderwoman Milele Cogg's Office

President Gurda asked the Board if any items should be removed from the Consent Agenda presented as attachment A, pages 3-36 of the agenda. President Gurda entertained a motion to approve. Trustee Cook moved and Trustee Anton seconded a motion to approve the Consent Agenda. It was suggested that computer usage be examined and how trends impact the library. Motion passed.

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## **REPORTS**

6. **Milwaukee County Federated Library System (MCFLS) Board.** In the absence of Trustee Kovac, MCFLS Executive Director Steve Hesper gave a brief report from the February 12, 2018 and March 19, 2018 MCFLS Board meetings. The first step of the Fines Study Project was to identify blocked library card patrons. A letter sent to over 800 patrons who visited MPL during the Fine Forgiveness Campaign in September of 2016 but since then their cards have been blocked. The next step will consist of a UW Milwaukee research project which will include a confidential phone survey to find out why these patrons are not returning library materials. Lastly, a focus group facilitator will use the information gathered to guide MPL in decisions about possible policy changes. Informational item.

7. **Building and Development Committee.** The March 12, 2018 committee agenda and minutes are attached at the end of these minutes. Trustee Bria summarized the meeting. As part of the library's e-rate application, the committee approved the award of the two-year Internet Service Provider contract to Spectrum at a cost of \$35,400 annually, E-rate pays 90%, MPL pays 10%. The committee also awarded the three-year Wide Area Network vendor contract to AT&T at a cost of \$104,400 annually, E-rate pays 90%, MPL pays 10%. Informational item.

After explaining the RFP process for the Copy and Print Service contract, Trustee Bria moved approval of the committee recommendation to award a contract for copy and print services to Gordon Flesch Company for a three-year term. Trustee Smith seconded the motion. Motion passed

The committee viewed a presentation of the updated design of the Good Hope Project library space by Zimmerman Architects. Construction Project Manager Sam McGovern-Rowen presented the design to the Board. Trustee Bria moved to approve the design and direct library staff to complete the design with the Zimmerman Architects team. Trustee Sain seconded the motion. Motion passed. The design presentation is included at the end of the March 12, 2018 Building and Development Committee minutes.

The committee viewed a presentation about the city's Energy Efficiency and Renewable Energy Plan. The committee approved moving forward with the projects that will involve Central, Atkinson, Bay View and Center Street. Since then, the Environmental Collaboration Office and MPL staff has learned an RFP process will be required. Trustee Bria moved to adopt the recommendation to participate in the Better Buildings Challenge and issue an RFP for Energy Reduction Performance Financing and Contracting. Trustee Cook seconded the motion. Motion passed. The plan is included at the end of the March 12, 2018 Building and Development Committee minutes.

*ATTACHMENT A-P. 2 of 80  
MPL CONSENT AGENDA  
4.Regular Minutes 03/27/18*

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## NEW BUSINESS

8. **Department of Public Instruction (DPI) 2017 Annual Report and Statement Concerning Public Library System Effectiveness.** MPL's Annual Report to the State was listed as attachment B, page 37-45 of the agenda. Assistant Library Director of Operations Jennifer Meyer-Stearns distributed a document titled Wisconsin Department of Public Instruction 2017 Public Library Annual Report Highlights – Five Year Trends, attached at the end of these minutes. Ms. Meyer-Stearns summarized the trends MPL has experienced. Trustee Prince moved and Trustee Bria moved approval of the 2017 DPI Annual Report. Motion passed. President Gurda will sign the Statement Concerning Public Library System Effectiveness indicating that MCFLS did provide effective leadership and adequately met the needs of the library.

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## STRATEGIC DISCUSSION

9. **MPL Board Retreat.** Consultant Frank Martinelli distributed several documents relating to the February 28, 2018 MPL Board retreat: Trustee and Foundation Board Member Survey Feedback; New Questions and Emerging Challenges; Resilient Strategies; and, Identifying and Pursuing Key Generative Thinking Opportunities for MPL. He presented a preliminary report that included the expected outcomes from the retreat, survey highlights, and recommendations for next steps. The Trustees and library staff will proceed by prioritizing the new questions and emerging challenges that require generative work. Discussion ensued regarding Board development and strategies that will help the trustees play leadership roles in reducing racial and social inequities in significant and measureable ways. It was suggested that a combined MPL Board and MPL Foundation Board meet to further the discussion. Mr. Martinelli will prepare and distribute a final report. The documents and presentation are attached at the end of these minutes. Informational item.

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With no further business, the Milwaukee Public Library Board of Trustees meeting of March 27, 2018 was adjourned at 6:10 p.m.

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MILWAUKEE  
PUBLIC LIBRARY

Paula A. Kiely  
Director

March 6, 2018

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: Armando Chacon, Joan Johnson, Jennifer Meyer Stearns, Sam McGovern-Rowen,  
Judy Pinger  
Zimmerman Architectural Studios, Inc: Doug Barnes  
Environmental Collaboration Office: Erick Shambarger

Fm: Paula A. Kiely, Library Director

Re: Library Building & Development Committee Meeting  
March 12, 2018, 10:30 a.m.-noon  
Central Library Meeting Room 1

MEETING NOTICE AND AGENDA - Revised

1. **Request For Proposal – Wide Area Network – RFP- 18-003**. Assistant Library Director Judy Pinger will provide the committee with a vendor recommendation for the Library's Wide Area Network (WAN).  
Attachment A
2. **Request For Proposal – Internet Service Provider – RFP- 18-002**. Assistant Library Director Judy Pinger will provide the committee with a vendor recommendation for the Library's Internet Service Provider.  
Attachment B
3. **Request for Proposal – Public Copy/Print Services with Equipment – RFP -18-005**. Assistant Library Director Judy Pinger will provide the committee with a vendor recommendation for the Library's Public Copy/Print Services with Equipment.  
Attachment C
4. **Mill Road / Good Hope Road Redevelopment Project**. Zimmerman Architectural Studios representatives will present the design development drawings for the new library being developed on Good Hope Road for committee approval.
5. **Solar on Libraries and Contingent Financing**. Environmental Sustainability Director will provide information on 2018 energy efficiency projects. MPL seeks Board approval to enter agreements with the City's ECO office and Johnson Controls

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**ATTACHMENT A-P. 4 of 80**  
**MPL CONSENT AGENDA**  
**4.Regular Minutes 03/27/18**



MILWAUKEE  
PUBLIC LIBRARY

March 7, 2018

To: Paula Kiely, Library Director  
From: Judith Pinger, Assistant Library Director  
Re: Recommendation to Award Contract for **Wide Area Network (WAN) Service**  
RFP: MPL-18-003

After a public Request for Proposals (RFP) process for a Wide Area Network (WAN) vendor, I recommend AT&T be awarded the contract for a 3-year term with 2 potential 1-year renewals. The value of the 3-year contract is \$230,400. With the 90% E-Rate discount, the Library will pay \$23,040 of the contract.

RFP MPL-18-003 was issued on December 13<sup>th</sup>, 2017. There was a 28-day response period, which was extended for an additional 7 days until January 24<sup>th</sup>, 2018. This process is a requirement of the Federal FCC E-Rate program for schools and libraries. The last contract for a WAN vendor was awarded to AT&T in 2013 and expires on June 30<sup>th</sup>, 2018.

Two companies submitted proposals:

<u>Company</u>	<u>Proposal Cost</u>	<u>3-Year Total</u>
AT&T	\$76,800 Annually – E-Rate pays 90% = \$69,120 MPL pays 10% = \$7,680	\$207,360 <u>23,040</u> \$230,400
Spectrum	\$104,400 Annually – E-Rate pays = \$93,960 MPL pays 10% = \$10,440	\$281,880 <u>31,320</u> \$313,200

The current vendor AT&T was the winning score with 273 points. Spectrum scored 218 points. The scoring matrix evaluated each proposal based on the cost of services, the quality of technology infrastructure support, and the transition and implementation process. AT&T is a trusted WAN vendor with a long history of reliability on MPL’s network. In addition, AT&T’s network infrastructure is already in place with no need for transition or implementation.



MILWAUKEE  
PUBLIC LIBRARY

March 7, 2018

To: Paula Kiely, Library Director  
 From: Judith Pinger, Assistant Library Director  
 Re: Recommendation to Award Contract for **Internet Service Provider (ISP)**  
 RFP: MPL-18-002

After a public Request for Proposals (RFP) process for an Internet Service Provider (ISP) vendor, I recommend Spectrum be awarded the contract for a 3-year period, with 2 potential 1-year renewals. The value of the 3-year contract is \$106,200. With the 90% E-Rate discount, the Library will pay \$10,620 of the contract.

RFP MPL-18-002 was issued on December 13<sup>th</sup>, 2017. There was a 28 day response period, which was extended for an additional 7 days until January 24<sup>th</sup>, 2018. This process is a requirement of the Federal FCC E-Rate program for schools and libraries. The last contract for an ISP vendor was awarded to Spectrum (then Time-Warner) in 2013 and expires on June 30<sup>th</sup>, 2018.

Two companies submitted proposals:

<u>Company</u>	<u>Proposal Cost</u>	<u>3-Year Total</u>
AT&T	\$25,190 Annually – E-Rate pays 90% = \$22,671 MPL pays 10% = \$2,519	\$68,013 <u>\$ 7,557</u> \$75,570
Spectrum	\$35,400 Annually – E-Rate pays 90% = \$31,860 MPL pays 10% = \$3,540	\$ 95,580 <u>\$ 10,620</u> \$106,200

The scoring matrix was based on the cost of services, the quality of technology infrastructure and support, as well as the ease of transition and implementation. The current vendor Spectrum was the winning score with 255 points. AT&T scored 224 points. Although Spectrum’s bid was higher than AT&T, Spectrum is the preferred solution due to our longstanding satisfaction with their robust connectivity, excellent technical support, existing infrastructure and network reliability.



MILWAUKEE  
PUBLIC LIBRARY

March 7, 2018

To: Paula Kiely, Library Director  
From: Judith Pinger, Assistant Library Director  
Re: Recommendation to Award Contract for **Public Copy Print Services and Equipment**  
RFP: MPL-18-005

After a public Request for Proposals (RFP) process for a Public Copy Print Services vendor, I recommend Gordon Flesch Company, Inc. be awarded the contract for a 3-year term, with 2 potential 1-year renewals.

RFP MPL-18-005 was issued on December 21<sup>st</sup>, 2017. This process sought a vendor to work with the newly selected TBS public computer time management software solution and to also provide public copy machines and coin towers at all MPL locations. There is no direct monetary cost to MPL; however, the contract permits Gordon Flesch Company, Inc. to operate their machines in our libraries. James Imaging was awarded the contract in 2013 and the contract expired on January 31<sup>st</sup>, 2018. MPL currently has an extension agreement with James Imaging to provide service through April 30<sup>th</sup>, 2018.

Three local/regional companies submitted proposals:

- Gordon Flesch Company, Inc.
- James Imaging Systems
- Today's Business Solutions Inc. (TBS)

The Gordon Flesch Company was the chosen proposal with a total score of 679 points. James Imaging scored 378 points and TBS scored 260 points. The scoring matrix was based on experience with copy and print services in a public library setting, the quality of proposed services to scope of services, the quality of proposed equipment for ease of patron use and the quality of proposed transition and implementation process.

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

**Monday March 12, 2018  
Central Library Meeting Room 1**

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

**EXCUSED:** Joan Prince, Dir. Mark Sain

**OTHERS** MPL: Eileen Force-Cahill, Kevin Cingatura, Pam Hall, Joan Johnson, Jennifer

**PRESENT:** Meyer-Stearns, Sam McGovern-Rowen, Kelly Wochinske

Budget & Management: Eric Pearson

Zimmerman Architectural Studios, Inc: Doug Barnes, Lisa Jansen, Peter Sommerfeldt

Environmental Collaboration Office: Erick Shambarger, Jamie Ferschinger

Johnson Controls Representatives

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Committee Chair Michele Bria called the MPL Board of Trustees Building & Development Committee meeting to order at 10:40 a.m. on March 12, 2018 with a quorum present. At the Special Meeting of the Board on March 9, 2018, the Committee was given authority to grant final contract approval for items 1 and 2.

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1. **Request For Proposal – Wide Area Network – RFP- 18-003.** The committee reviewed the memo dated March 7, 2018 regarding Recommendation to Award Contract for Wide Area Network Service. Assistant Director Judy Pinger said two companies submitted proposals to MPL's RFP. Each proposal was evaluated based on the cost of services, the quality of technology infrastructure support, and the transition and implementation process. Library administration recommends awarding the contract for a 3-year term for \$230,400 to AT&T. After a brief discussion, Trustee Kovac moved approval of the library's recommendation and Trustee Cook seconded the motion. Motion passed.

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2. **Request For Proposal – Internet Service Provider – RFP- 18-002.** The committee reviewed the memo dated March 7, 2018 regarding Recommendation to Award Contract for Internet Service Provider. Assistant Director Judy Pinger said two vendors responded the MPL's RFP. Library administration recommends Spectrum be awarded the contract for a 3-year period for \$106,200. Spectrum is the current vendor and is the preferred choice due to the library's satisfaction with their connectivity, technical support, existing infrastructure and network reliability. After a brief discussion, Trustee Kovac moved approval of the library's recommendation and Trustee Cook seconded the motion. Motion passed.

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3. **Request for Proposal – Public Copy/Print Services with Equipment – RFP -18-005.** The committee reviewed the memo dated March 7, 2018 regarding Recommendation to Award Contract for Public Copy Print Services Vendor. Assistant Library Director Judy Pinger made the recommendation to award the contract to Gordon Flesch Company for a 3-year term. They will provide public copy machines and coin towers at all MPL locations. There is no direct monetary cost to MPL; however, the contract permits Gordon Flesch to operate their machines in MPL library. Trustee Kovac moved approval of the library's recommendation and Trustee Cook seconded the motion. Motion passed.

*ATTACHMENT A-P. 8 of 80  
MPL CONSENT AGENDA  
4.Regular Minutes 03/27/18*

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4. **Mill Road / Good Hope Road Redevelopment Project.** Project Manager Sam McGovern-Rowen introduced Zimmerman Architects to provide an update on the design of the new library on Good Hope Road. He noted that the design has been discussed at four public meetings. Principal Architect Doug Barnes introduced designer Peter Sommerfield who took the committee members through a 3D virtual model of the library space.

Some exciting features of the design include:

- A two-sided fireplace in the vestibule/waiting area that also serves the community room
- The teen “cube” with glass sides that appears to float above the floor
- A maker space with glass walls that will house a STEM center room with a laser cutter and 3D printer
- A children’s area which includes a fun-wall feature, an innovative circular book shelf system that also serves as a seated story time area, and an area with soft movable seating surfaces for kids to arrange

Committee members offered comments and feedback on the design but did not take any formal action. Informational item.

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5. **Solar on Libraries and Contingent Financing.** Environmental Sustainability Director Erick Shambarger provided information on the City’s Energy Efficiency and Renewable Energy Plan, attached at the end of these minutes. A national leadership program, the Better Buildings Challenge, sponsored by the U.S. Department of Energy, will help finance the solar projects in City buildings. The Central Library has been selected as a showcase building for implementing new technologies to reduce the consumption and cost of energy by adding solar panels. The City will partner with Johnson Controls who will provide contingent financing, engineering, and general contracting, while guaranteeing savings.

Central, Atkinson, Bay View and Center Street branches have been selected for energy audits and improvement projects will be proposed.

After discussion, Trustee Cook moved and Trustee Kovac seconded the motion to approve the contingent financing plan. Motion passed.

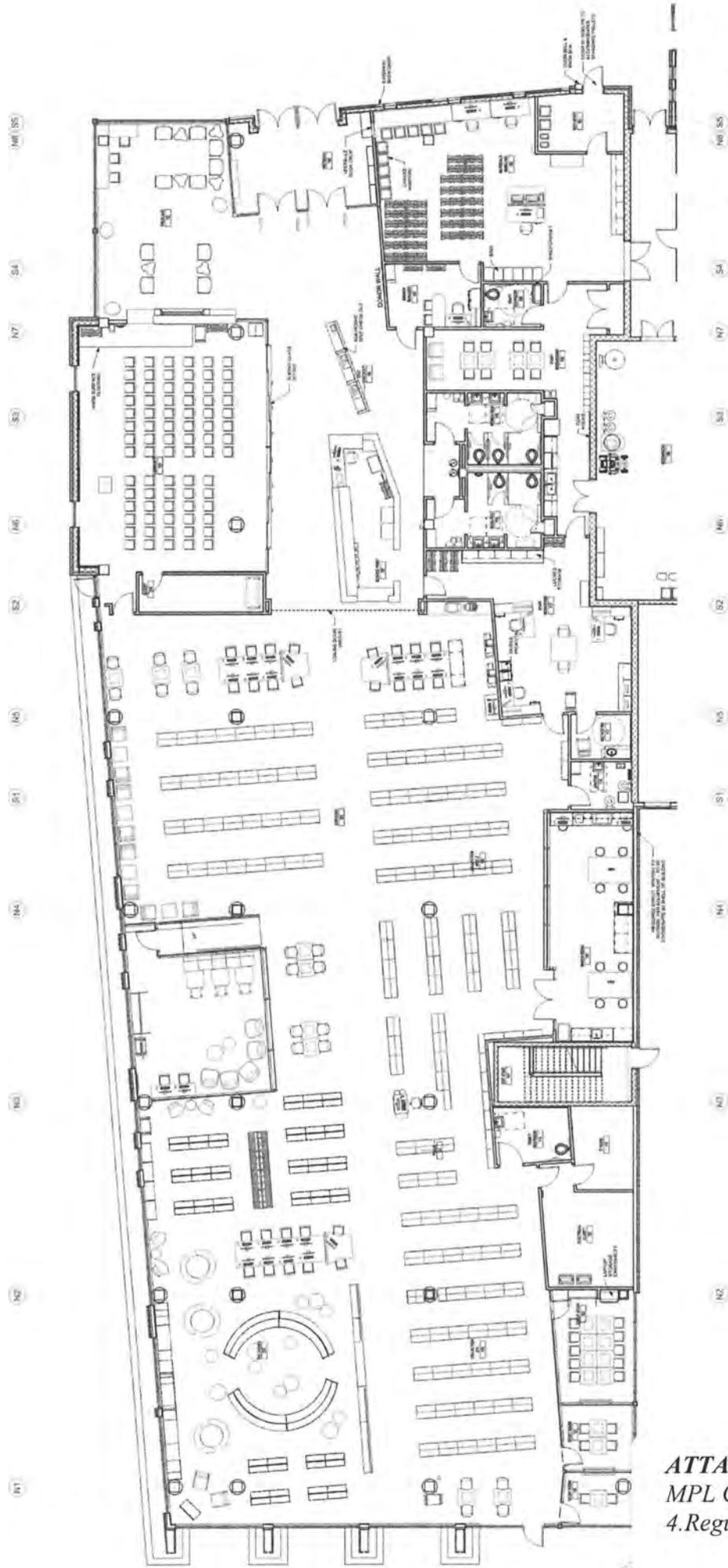
Trustee Cook moved and Trustee Kovac seconded the motion to approve moving forward with the solar projects. Motion passed.

The committee will make their recommendations regarding the contract for Public Copy/Print Services with Equipment, and the energy efficiency projects to the full Board at their regular meeting on March 27, 2018.

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The meeting of the Milwaukee Public Library Board’s Building & Development Committee was adjourned at 12:00 p.m. on March 12, 2018.

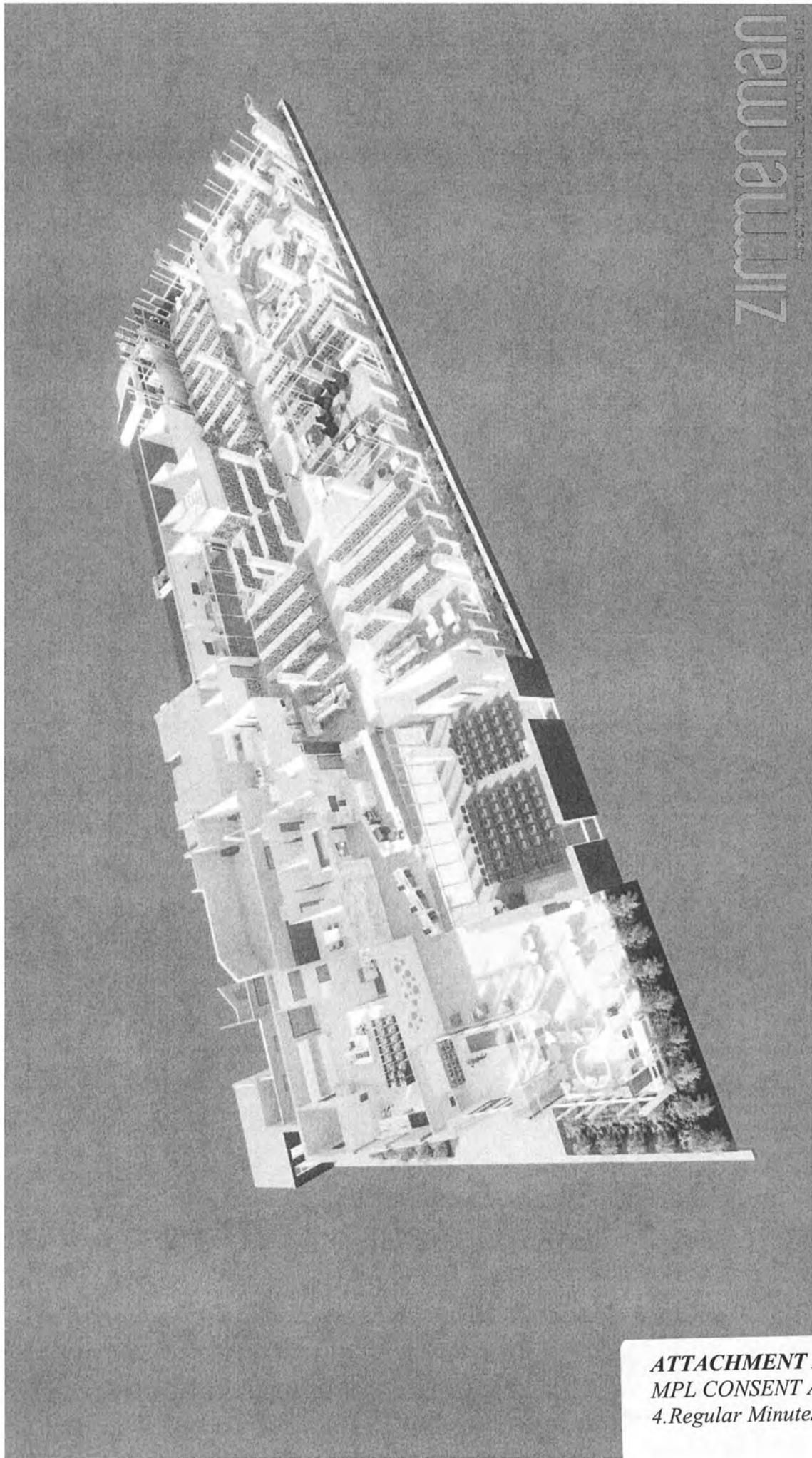
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**Zimmerman**  
ARCHITECTURAL STUDIOS, INC.



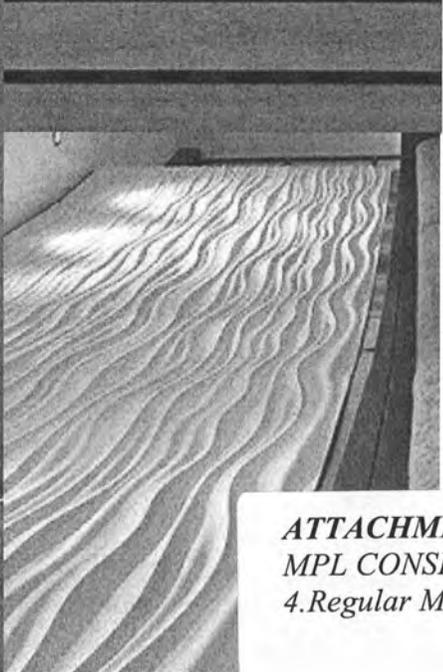
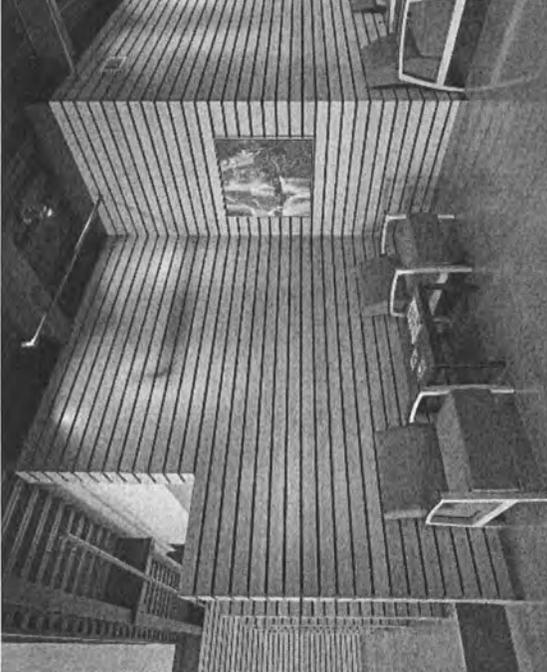
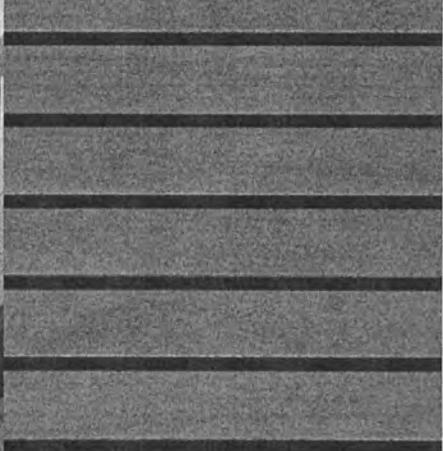
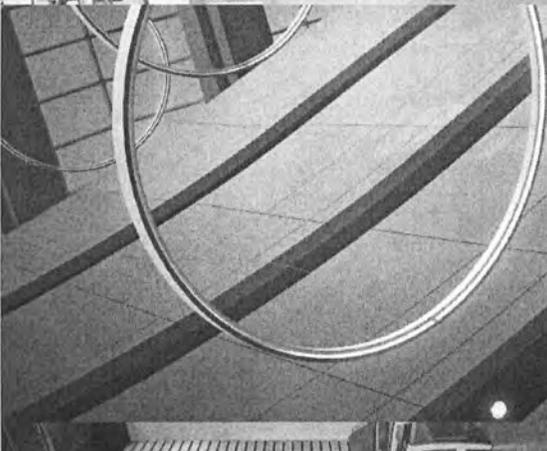
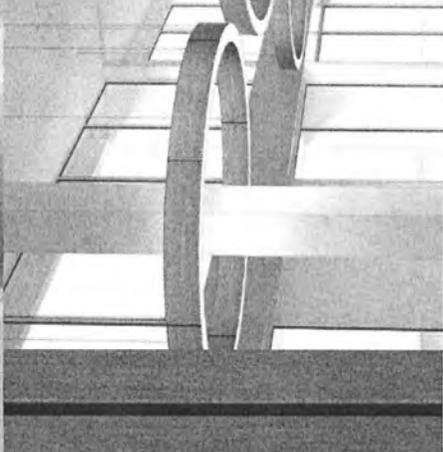
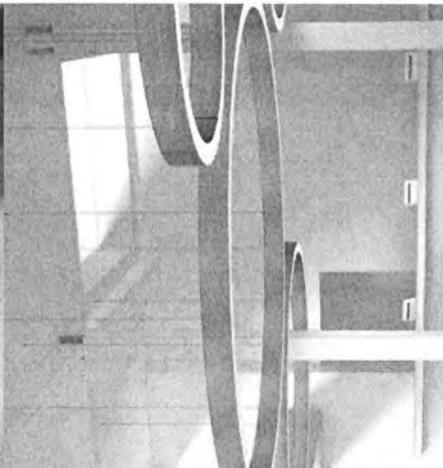
GOOD HOPE ROAD

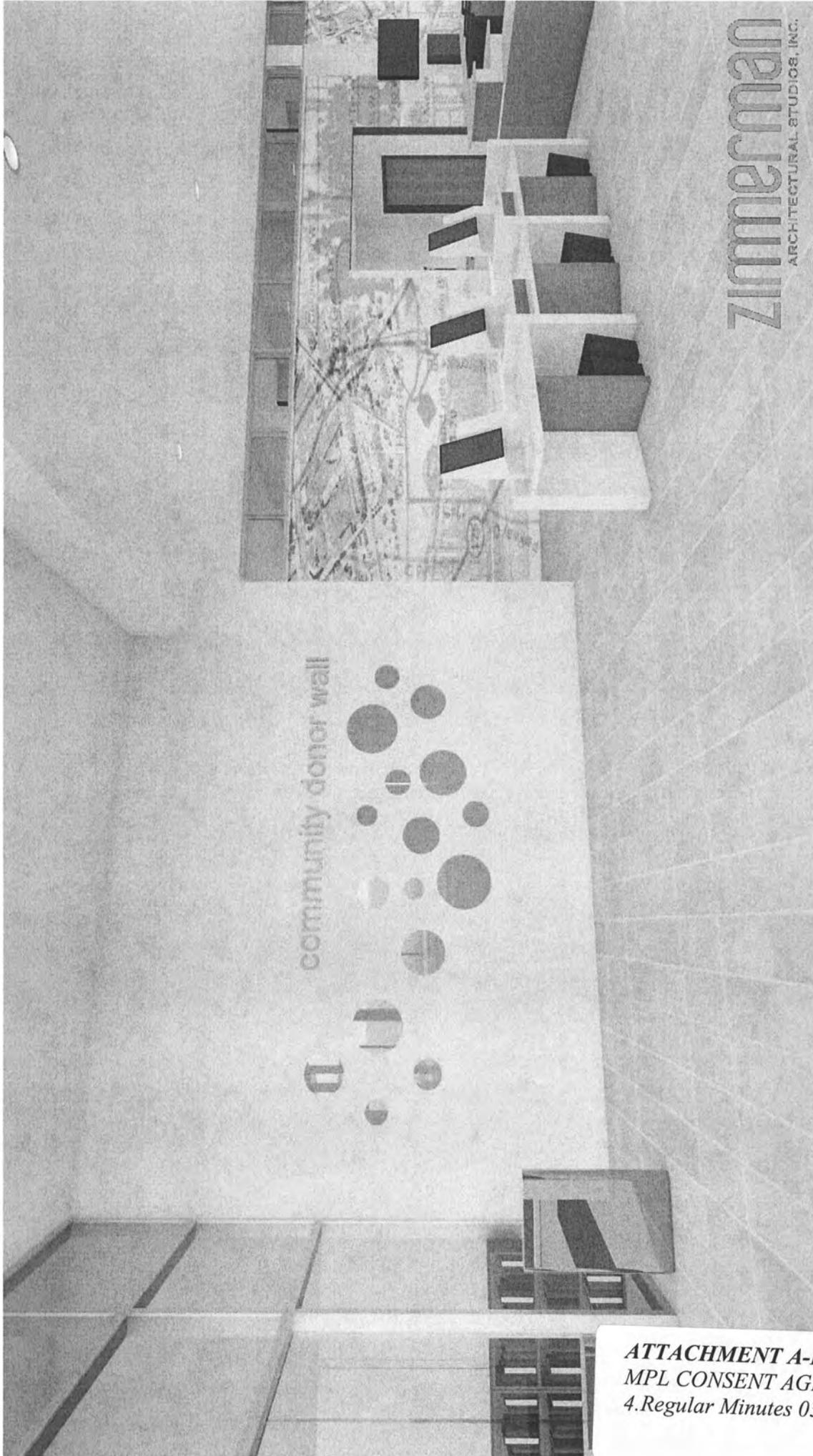


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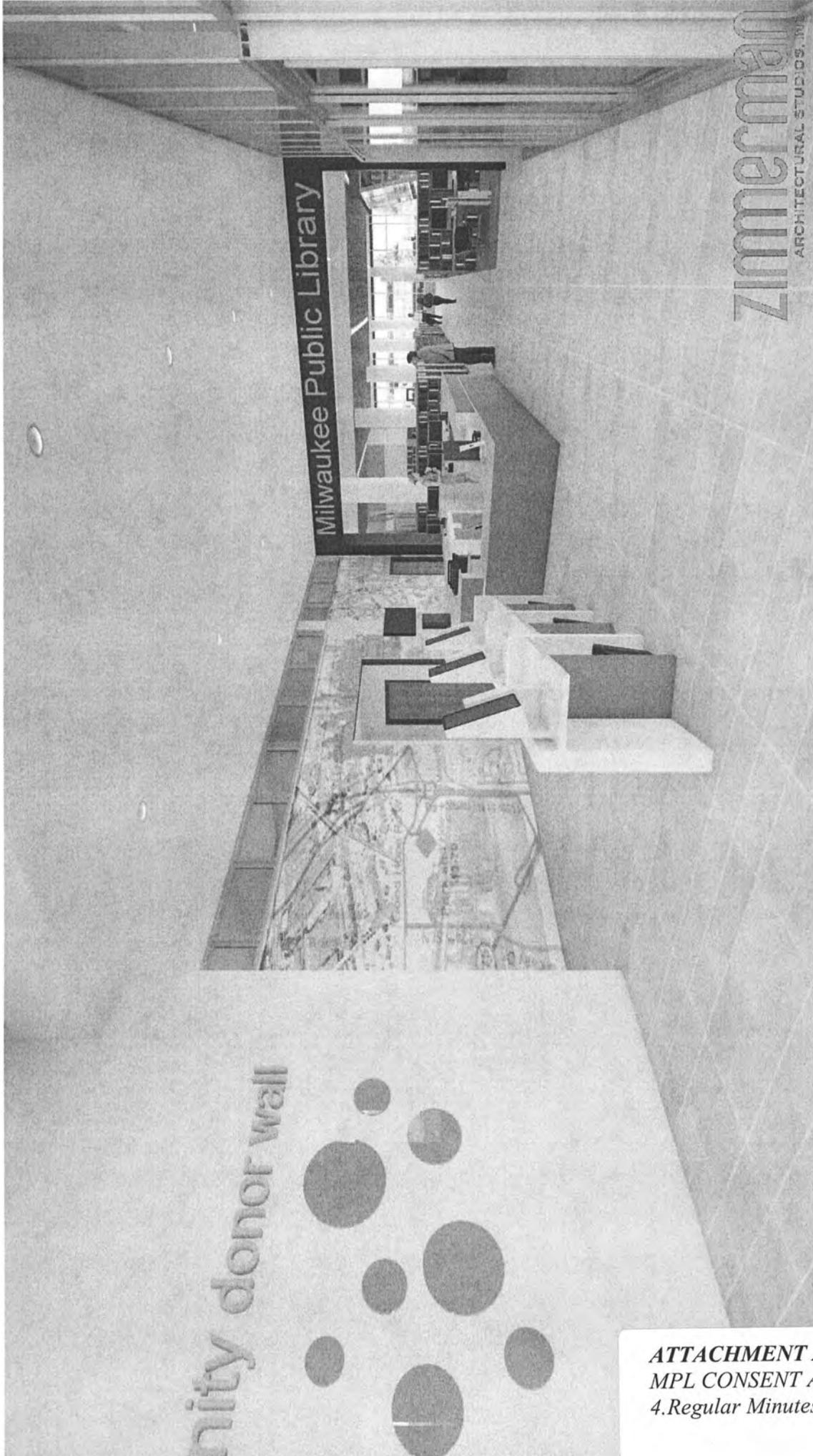


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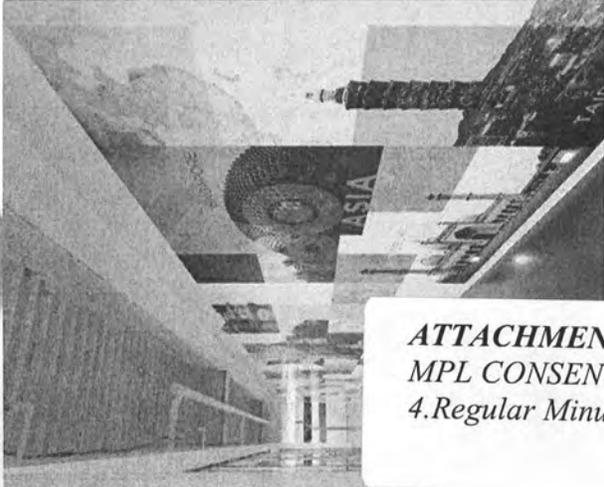
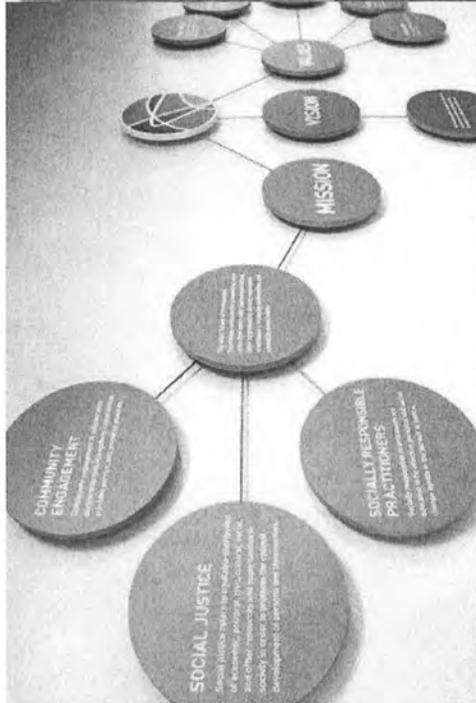
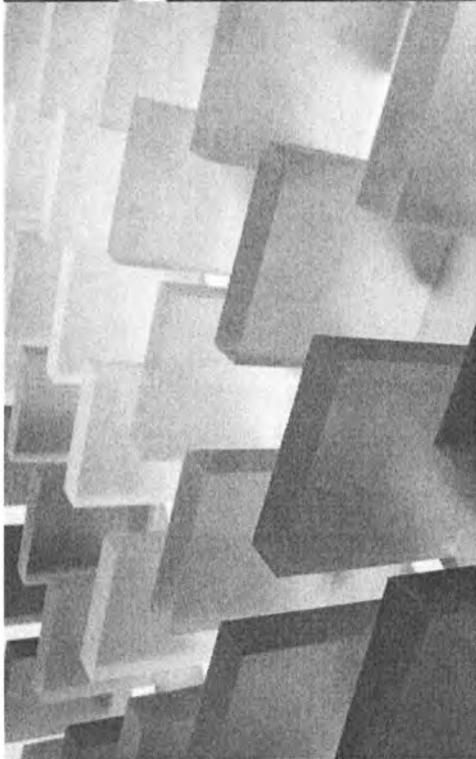
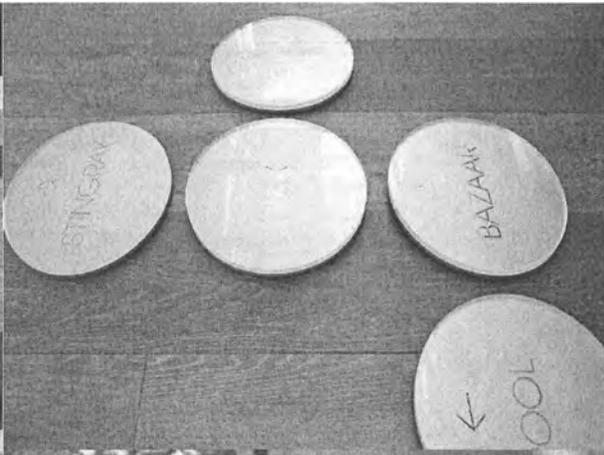


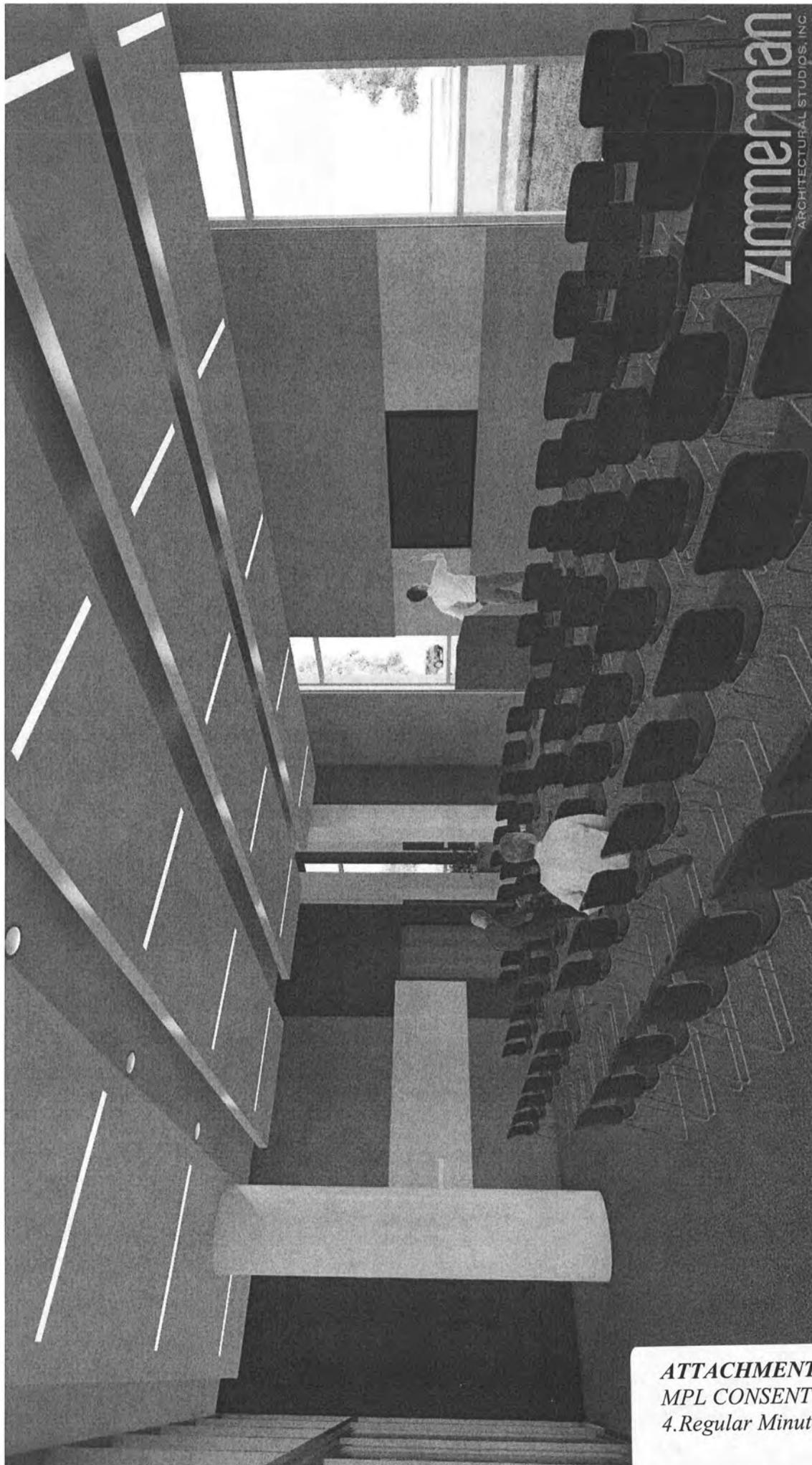


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ARCHITECTURAL STUDIOS, INC.

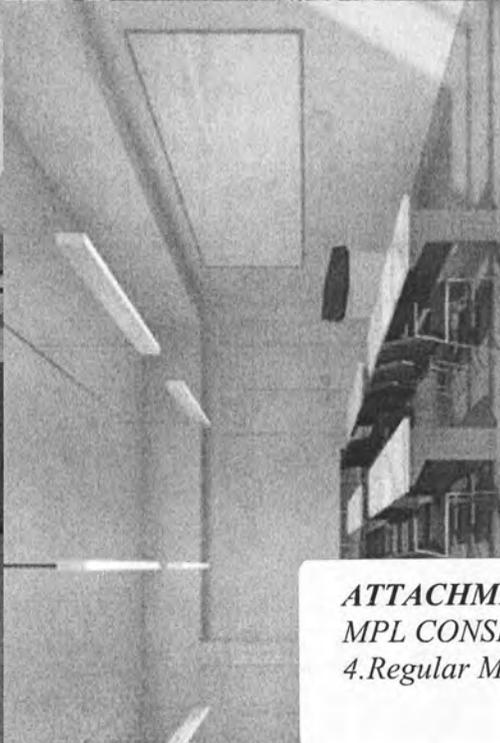
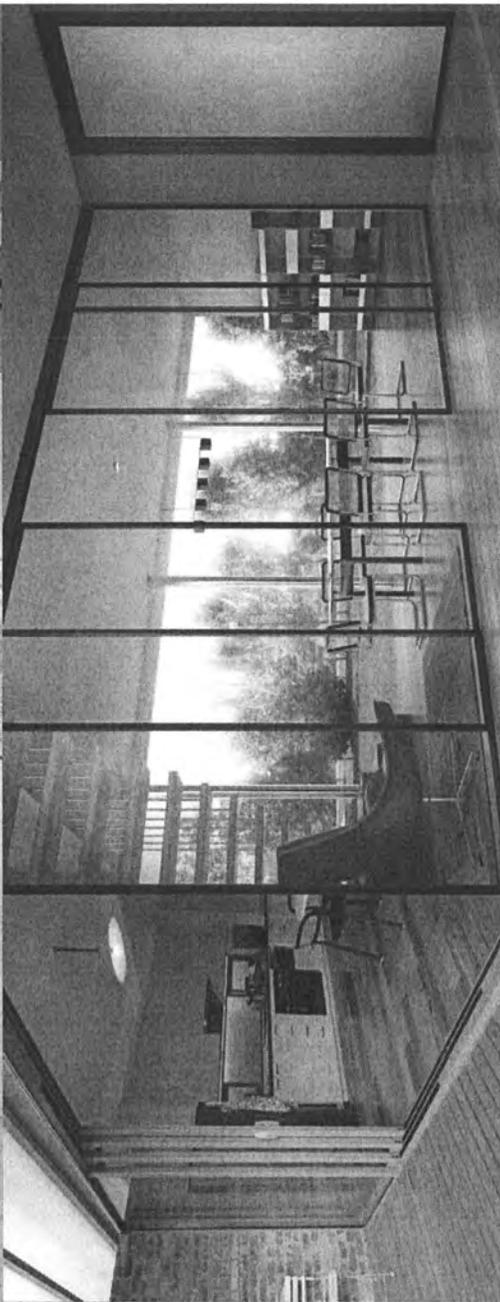
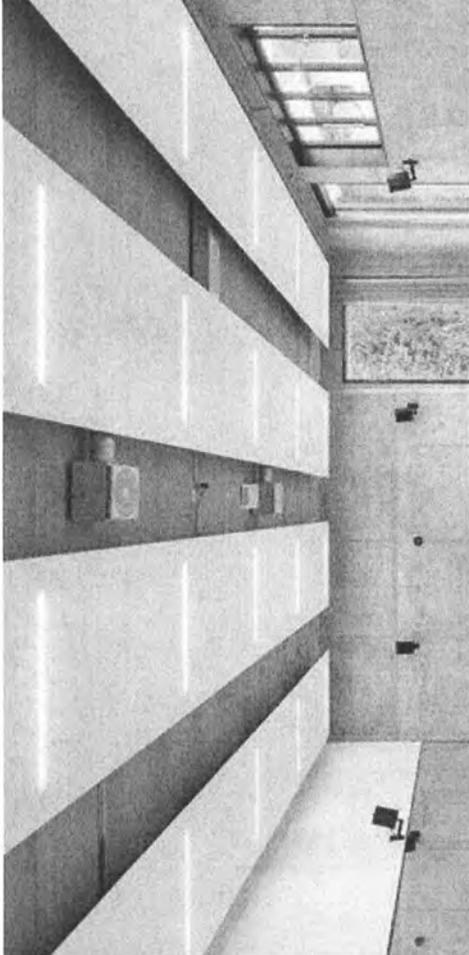
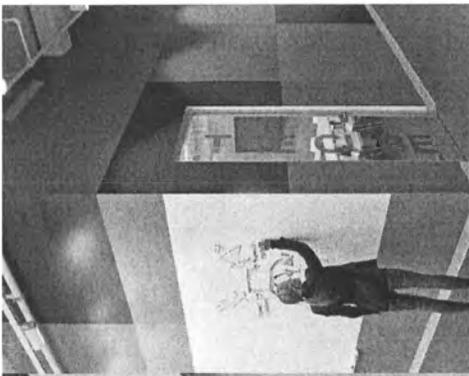


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ARCHITECTURAL STUDIOS, INC.



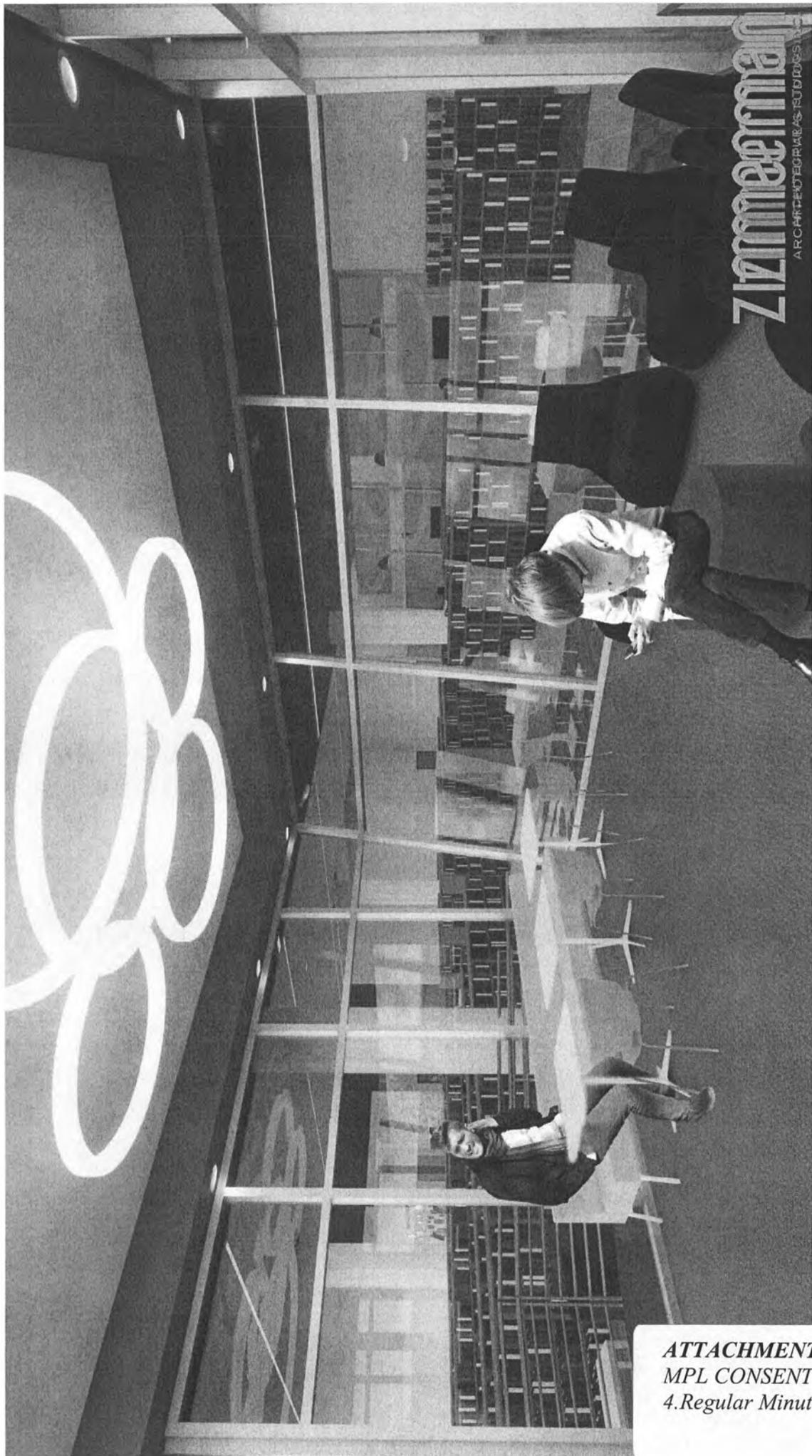


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ARCHITECTURAL STUDIOS, INC.





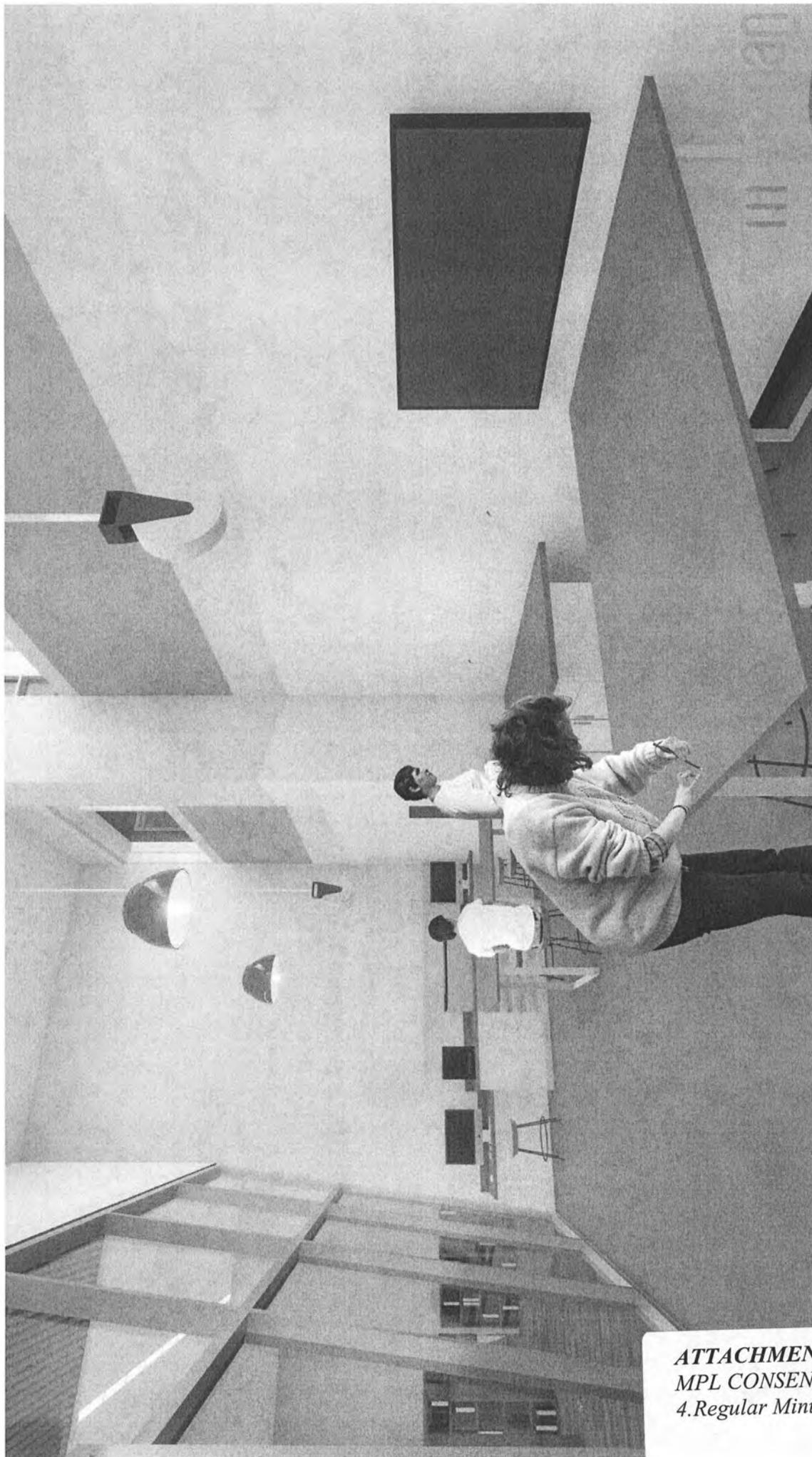
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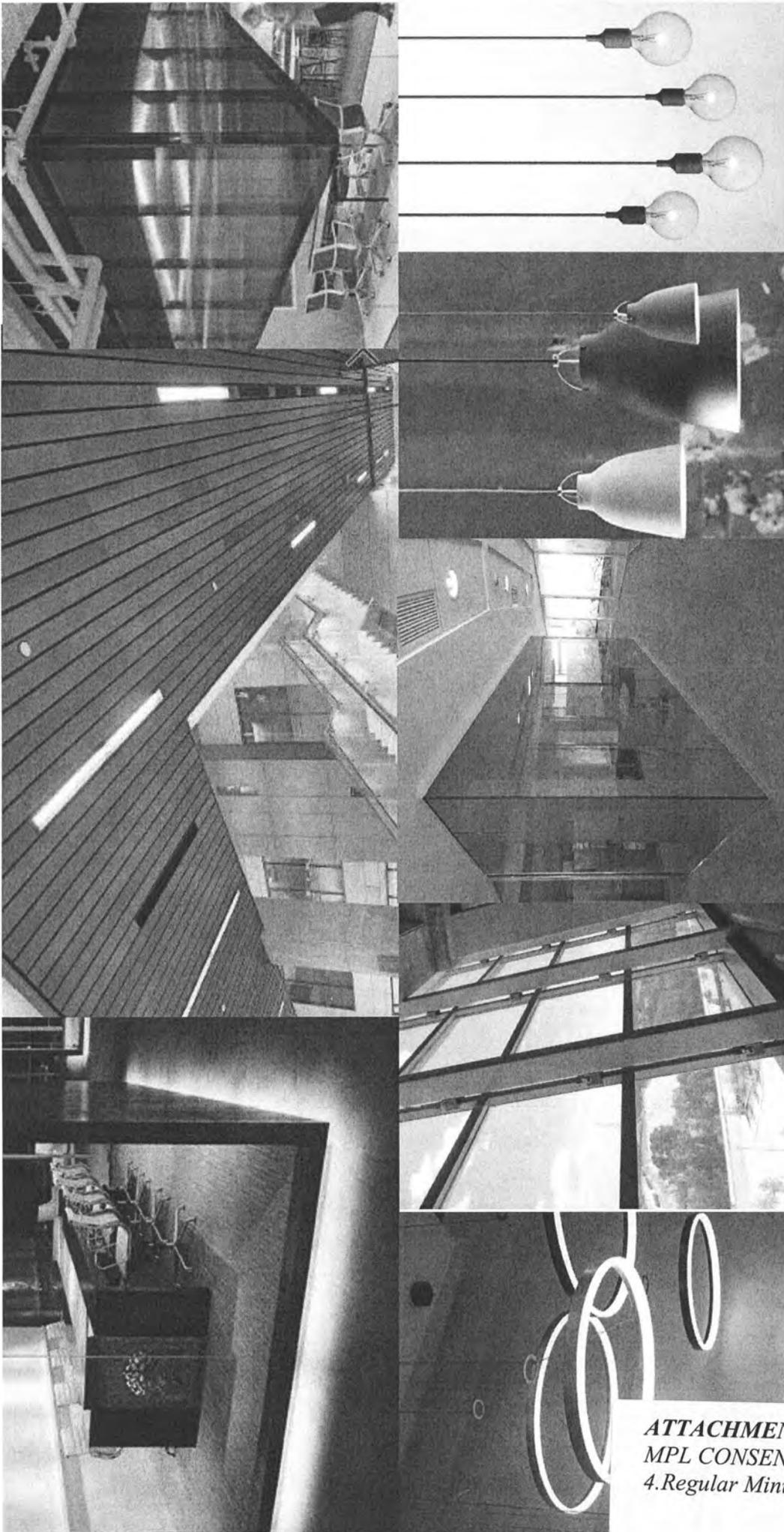


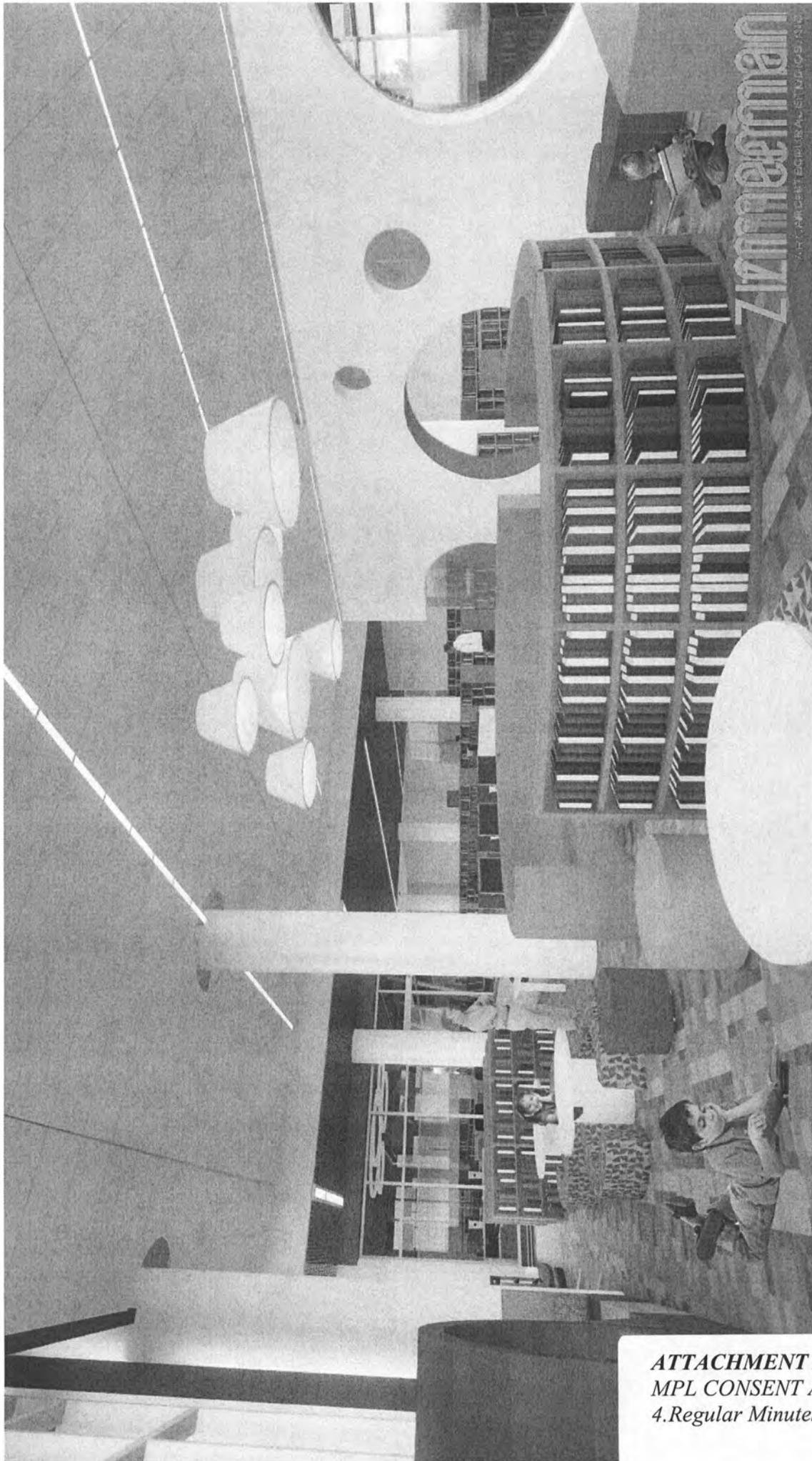
Zimmerman  
ARCHITECTURE & INTERIORS



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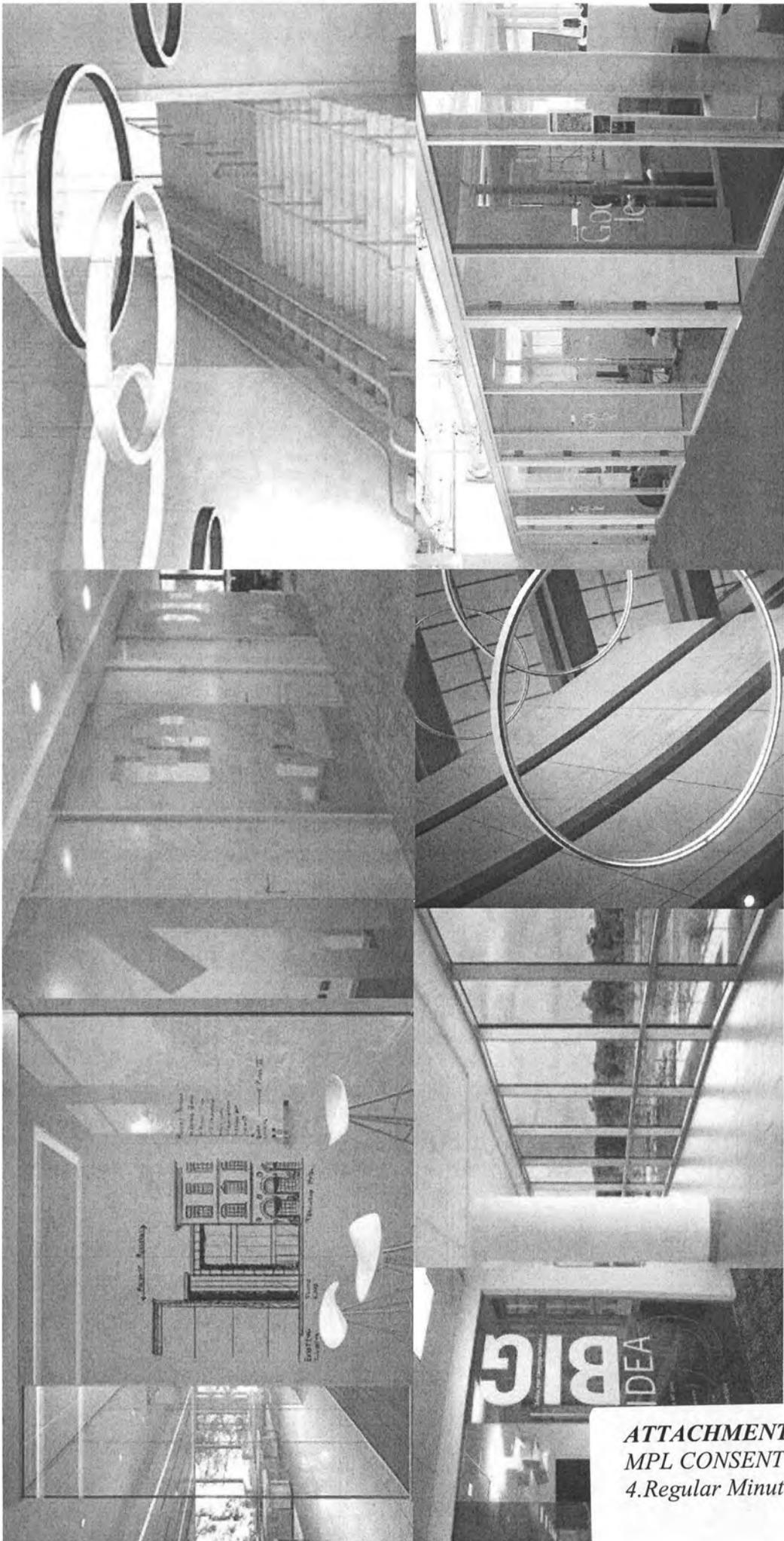


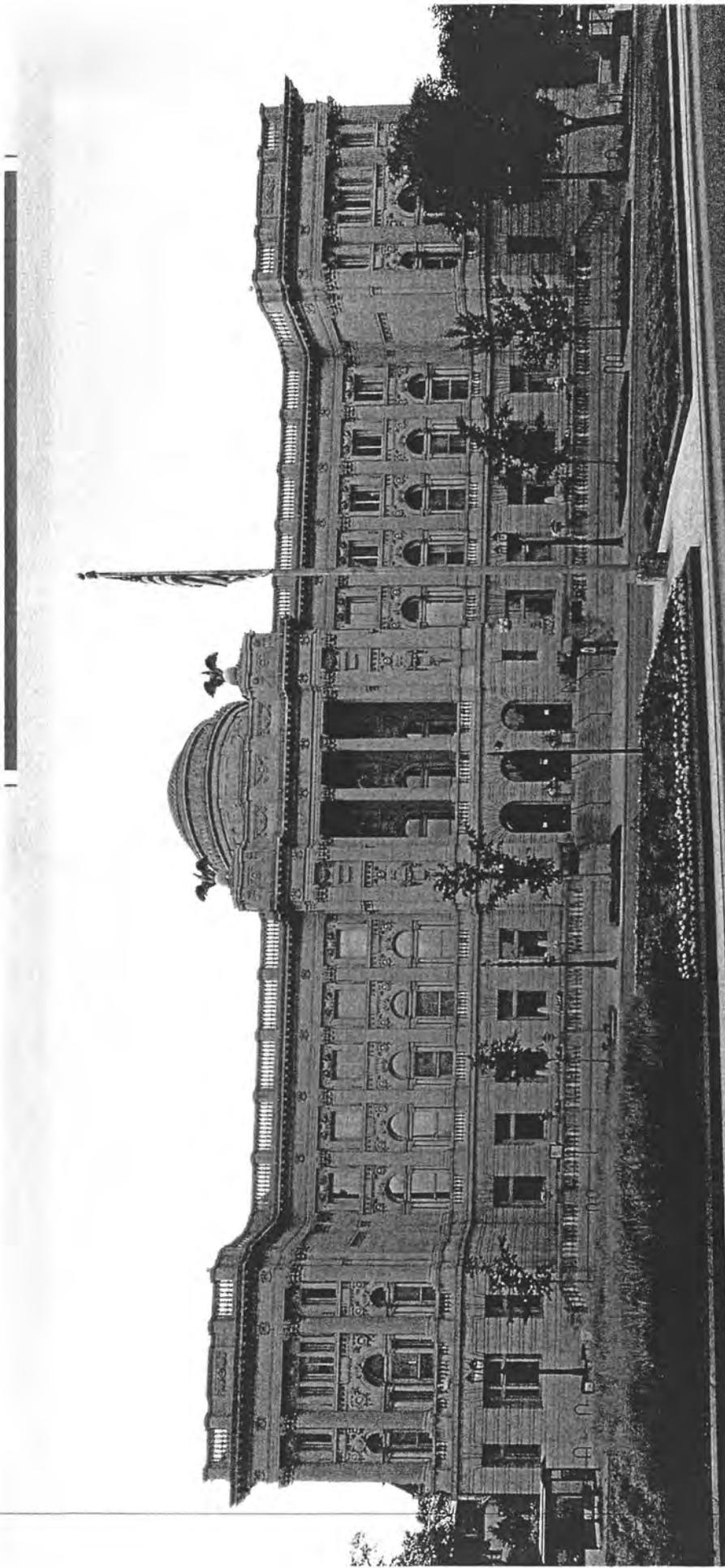
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timexmar  
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# Energy Efficiency and Renewable Energy Plan

for Milwaukee Public Library  
3/12/2018





eco

ENVIRONMENTAL  
COLLABORATION  
OFFICE

ecocITY OF MILWAUKEE

# Environmental Collaboration Office (ECO)

[milwaukee.gov/eco](http://milwaukee.gov/eco)

- ECO is a division of the City of Milwaukee's Department of Administration
- Our mission is to make Milwaukee a world class eco-city
  - Implementing the City's *ReFresh Milwaukee* sustainability plan
  - Operate programs like the *Better Buildings Challenge* and *Milwaukee Shines*.
- We support the City's goals of becoming
  - 20% more energy efficient in our buildings by 2020
  - Source 25% of our power from renewable sources by 2025
- Energy efficiency and renewable energy can save on annual utility bills over the long term while supporting climate action (e.g. Paris Climate Accord)



BETTER  
BUILDINGS  
CHALLENGE

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# Better Buildings Challenge

- National leadership program sponsored by the US Department of Energy
- Pledge to cut energy use 20% over a decade across the portfolio of all of our buildings
- Report progress publicly
- **Showcase building:  
Central Library**
- Energy Reduction Team





BETTER  
BUILDINGS  
CHALLENGE

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## 3-pronged Financing Strategy

- ECO's Better Buildings Challenge Capital Budget + MPL's Capital Budget
- Contingent Financing for Whole Building Energy Efficiency
- Co-Owned Solar Systems



BETTER  
BUILDINGS  
CHALLENGE

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# City Capital Budget

- \$100,000 allocated to ECO in 2018 budget
- Builds off prior year allocations and work done through ARRA
- Funding small, incremental projects
- 2016- ECO funded new exterior LED lighting at Zablocki, Bayview, Center St
- Express Building Tune-ups
- Exploring steam trap “jackets” with sensors

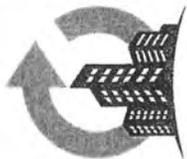


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BUILDINGS  
CHALLENGE

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## Contingent Financing for Whole Building Energy Efficiency

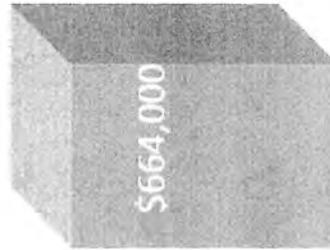
- City capital funding/incremental projects is insufficient to meet *Better Buildings Challenge* goal.
- 2018 City Budget authorized "Contingent Financing" as means of reallocating our energy budget into an energy efficiency project budget
- \$137,000 in MPL's Operating Budget → \$1.5+ million energy efficiency project
- Annual payments on project are contingent on City getting specified energy savings.
- Approved by Budget Office, Comptroller, and Common Council



Utility Spend



Before Performance Agreement



After Performance Agreement

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Utility Savings  
**\$137,000**





BETTER  
BUILDINGS  
CHALLENGE

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MILWAUKEE

## Contingent Financing for Whole Building Energy Efficiency

- Whole Building, design-build approach
- Want to make Central Library a showcase high performance, energy efficient, green building
- Working with Johnson Controls who would provide financing, engineering, and general contracting, while guaranteeing savings

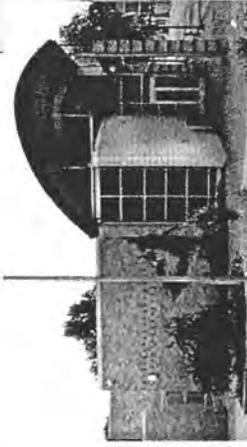
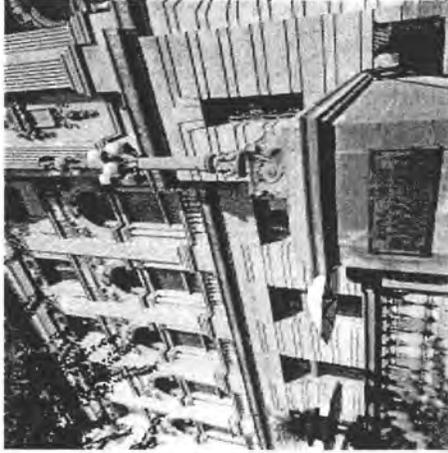
## Scope Of Study

### Central Library

- Lighting
- Mechanical systems
- Renewable energy

### Neighborhood Libraries:

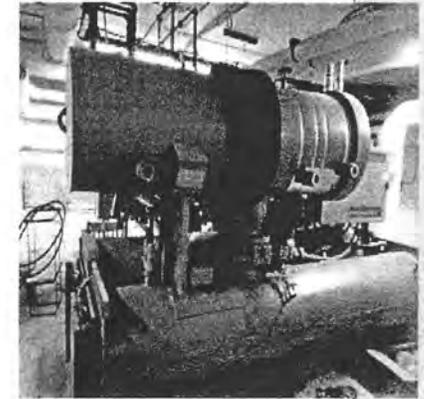
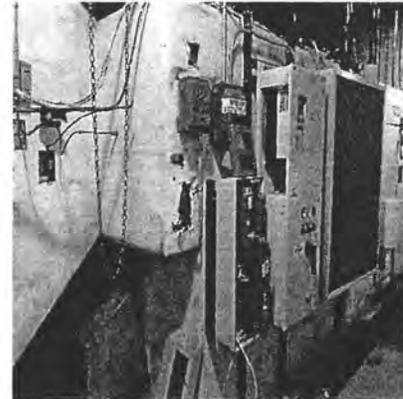
- Atkinson, Bay View and Center Street
- Lighting
- Mechanical systems



# Central Library – Opportunities

## Recommendation

- Replace, rebuild and/or consolidate AHU systems
- Add additional zone control, including occupancy sensors and demand-side ventilation control
- Replace York chiller with new efficient unit
- Integrate controls for central monitoring
- LED lamp upgrades
- LED Exit Signage
- Occupancy and daylight sensors
- Investigate auto shade technologies



## Expected result

20% energy savings and O&M savings  
Better control and reduction of risk  
More pleasing environment for visitors and employees



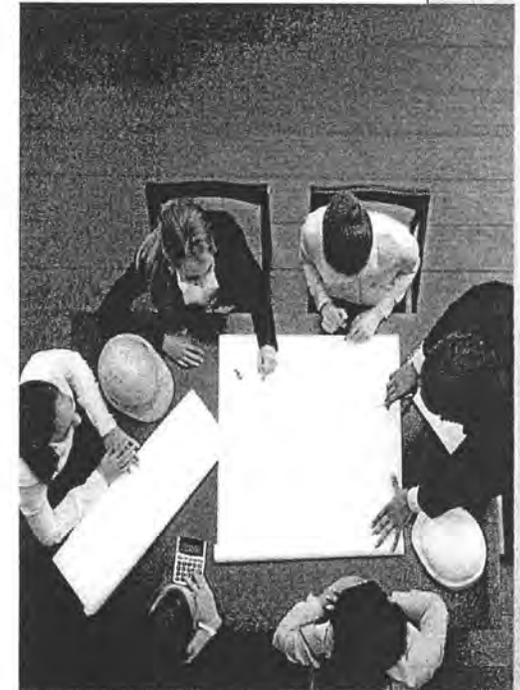
## Next Step: Development Agreement

Detailed Investment Grade Audit - engineering development

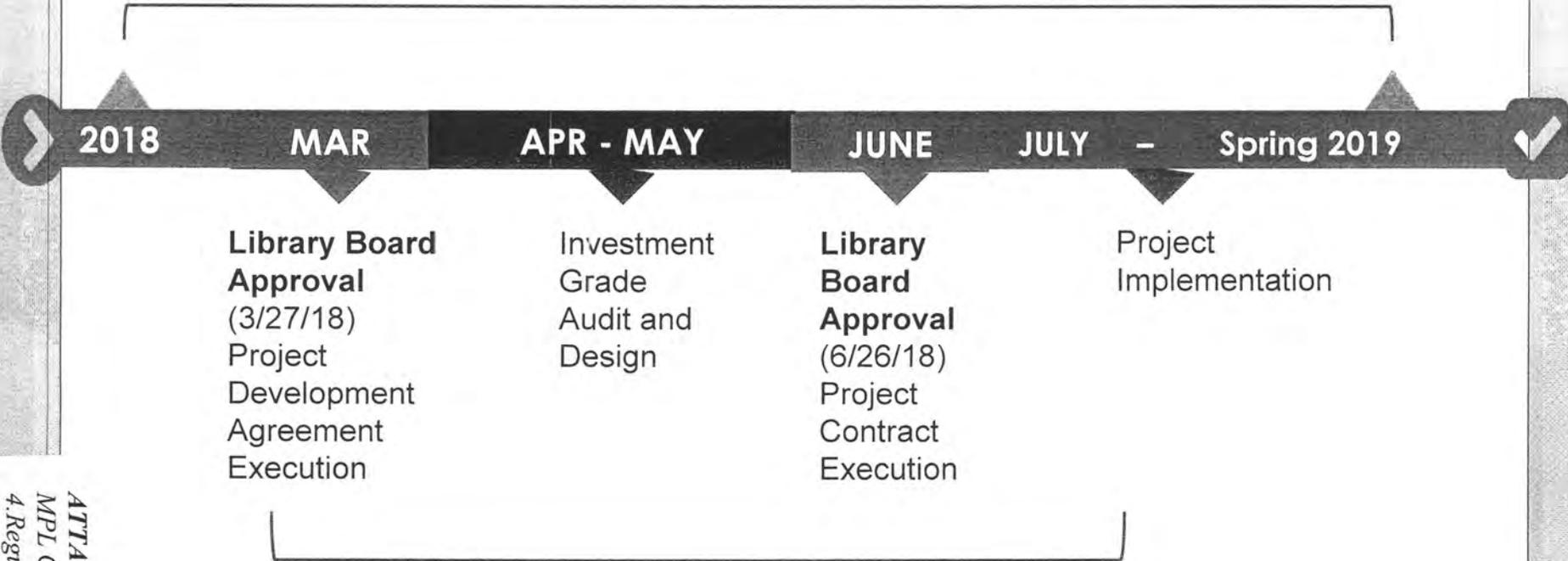
- Planning sessions with Library staff
- Additional facility walkthroughs and data gather
- Engineering design of new systems, equipment and implementation
- Create detailed Scope of Work, equipment sizing, schematics
- Johnson Controls conducts RFP's for equipment and install
- Create project cost breakdowns
- Pre-measurement of electrical equipment and requirements
- Calculate energy and operational savings and deferred maintenance
- Investigate and secure available incentives and grants – FOE, PSC
- Financial, legal and measurement & verification workshops

Engineering and design fee to be rolled into project costs

**Seeing approval today for administration to negotiate and enter into Project Development Agreement**



# Next Steps | Timeline



**Building Efficiency Project**  
 HVAC, Controls, Lighting, Renewable Energy





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## Co-Owned Solar Systems

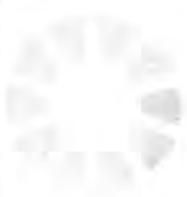
- 25x2025 renewable energy goal adopted by City Council
- ECO proposing co-owned solar strategy to install 1MW of solar on various city buildings including
  - Central Library (115kw)
  - Tippecanoe (65kw)
  - Atkinson or Center Street (60kw)

Milwaukee  
**SHINES**

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MILWAUKEE

## Co-Owned Solar Systems

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Milwaukee  
**SHINES**  
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MILWAUKEE



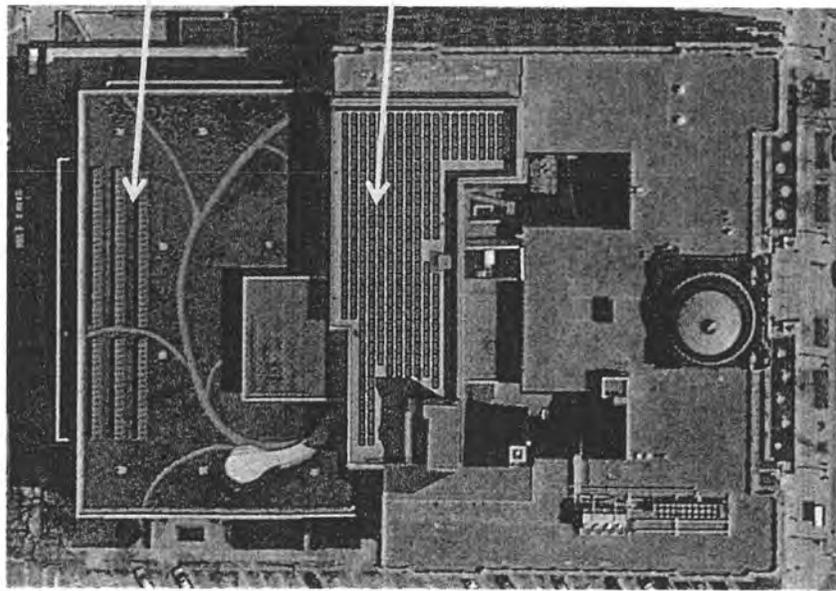
## Co-Owned Solar Systems

- Like Contingent Financing, City works with a developer to finance a portion of the system.
  - Allows the project to capture a 30% federal tax credit on the project
  - Pay for system through annual utility budget
- City pays for up to 20% of the system costs through \$100,000 from Better Buildings Challenge capital account and \$211,000 from *Focus on Energy* rebate
- Co-owned system structure works within Wisconsin's energy regulatory environment

# Central Library proposed system

Existing 30KW  
system on green  
roof

Proposed 115kw  
system



## Co-Owned Solar Systems- Next Steps

- ECO worked with Energy Reduction Team, National Renewable Energy Lab, and Madison Solar Consulting to identify building candidates and draft RFP
- ECO applied for and was awarded \$211,000 Focus on Energy award in 2017
- **ECO will seek Common Council approval for project next Council cycle**
- Select solar developer through competitive RFP via DOA Purchasing
- Construction must be completed in 2018 to receive Focus on Energy rebate

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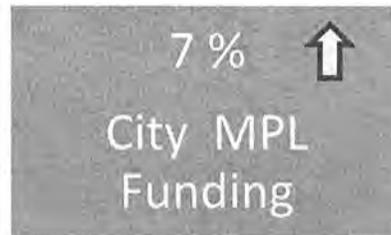
Wisconsin Department of Public Instruction

2017 Public Library Annual Report

Highlights – Five year trends

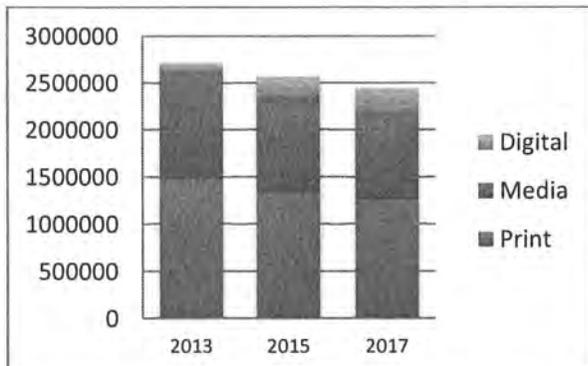
- Investment focus is on innovative spaces, relevant programming, and new content formats.
- Hours: increases implemented in 2017, reduction at Mill Rd for 2018.
- Over the past five years traditional patron visits down 15% and traditional circulation of physical materials is -11%.

Between 2013 and 2017:

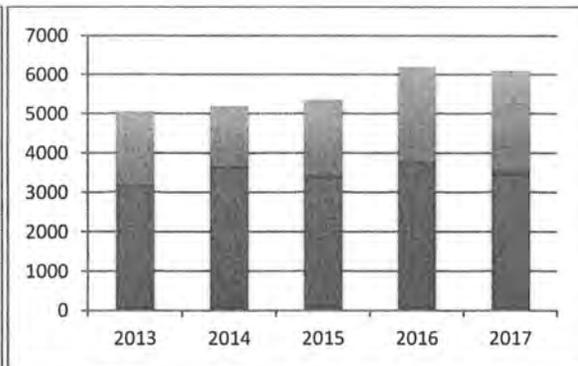


- Milwaukee Public Library hours, staffing, and funding have fluctuated over five years.
- Social Media growing – Twitter followers up 70% over 2013, and 9.8% over 2016.
- Service pivot to focus on MPL 2020 Strategic goals.

Materials Circulation by Type



Public Programs



BOARD OF TRUSTEES  
GOVERNANCE RETREAT

PRELIMINARY REPORT



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BOARD OF TRUSTEES  
GOVERNANCE RETREAT

EXPECTED OUTCOMES



Public  
Library

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EXPECTED RETREAT PROCESS OUTCOMES

1. Provide an opportunity for the Board and staff to learn about the Governance As Leadership Model incorporating the three types of governance – fiduciary, strategic and generative.
2. Provide an opportunity for the Board and staff to sharpen their strategic and generative thinking skills.
3. Provide an opportunity for the Board to identify ways to enhance its capacity to govern effectively now and into the future.

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**BOARD OF TRUSTEES  
GOVERNANCE RETREAT**

**SURVEY HIGHLIGHTS**




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**SURVEY HIGHLIGHTS**

1. Provide an opportunity to learn about the Governance As Leadership Model incorporating the three types of governance – fiduciary, strategic and generative.
  - Agree 2 Strongly agree 2 Neutral 2
2. Provide an opportunity to sharpen their strategic and generative thinking skills.
  - Strongly agree 4 Agree 2
3. Provide an opportunity to identify ways to enhance its capacity to govern effectively now and into the future.
  - Strongly agree 5 Neutral 1

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**SURVEY HIGHLIGHTS**

- Please rate the degree to which you agree with the following statement: "I think my role in the governance retreat mattered. My input was welcomed and considered."
  - Strongly agree 5 Agree 1

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RETREAT FOLLOW-UP  
NEXT STEPS



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RECOMMENDATIONS

1. Implement selected resilient strategies
2. Prioritize new questions and emerging challenges that require generative work (Sense-making)
3. Take action on board development:
  - Board roles to advance equity
  - Trustee succession plans
  - Continue to build governance capacity

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IMPLEMENT SELECTED  
RESILIENT STRATEGIES



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**IMPLEMENT SELECTED RESILIENT STRATEGIES**

- Resource: List of resilient strategies generated at Retreat with suggested revisions
- Distinguish strategies that require “sense-making” from those strategies that are actionable – right away or over the next 1-3 years
- Determine which strategies and actions are feasible

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**PRIORITIZE NEW QUESTIONS AND EMERGING CHALLENGES THAT REQUIRE GENERATIVE WORK**



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**NEW QUESTIONS AND CHALLENGES THAT REQUIRE GENERATIVE WORK**

- Resource: List of new questions and emerging challenges generated at Retreat with suggested revisions
- Resource: “Identifying and Pursuing Key Generative Thinking Opportunities” Worksheet

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**IDENTIFYING AND PURSUING KEY GENERATIVE THINKING OPPORTUNITIES**

Step 1 Prioritize New Questions	Step 2 Identify Learning Objectives	Step 3 Assign Responsibility

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**TAKE ACTION ON BOARD DEVELOPMENT**



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**TAKE ACTION ON BOARD DEVELOPMENT**

- What strategies will help the Board of Trustees play leadership roles in reducing racial and social inequities in significant and measurable ways?
- Given our work at the retreat, what skills, knowledge, connections, and other traits will the Board of Trustees need to possess in the future?
- How can the Board of Trustees move in direction of more strategic and generative governance? Give special attention to board and committee meetings, advocacy, and other Trustee responsibilities.

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**TAKE ACTION ON BOARD DEVELOPMENT**

- Determine who has responsibility for moving forward on these topics -- already existing leadership positions, committees, and workgroups or yet to be established groupings?
- Soliciting additional input on these topics
- Provide resources to support work on these topics

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**BOARD OF TRUSTEES  
GOVERNANCE RETREAT**



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# Trustee and Foundation Board Member Survey Feedback – 6 Responses

The MPL Board Governance Retreat was designed with several specific outcomes in mind. Please rate the degree to which you believe we achieved each of the following outcomes:

- 1. Provide an opportunity for the Board and staff to learn about the Governance As Leadership Model incorporating the three types of governance – fiduciary, strategic and generative.**
- Agree 2
  - Strongly agree 2
  - Neutral 2

- 2. Provide an opportunity for the Board and staff to sharpen their strategic and generative thinking skills.**
- Strongly agree 4
  - Agree 2

- 3. Provide an opportunity for the Board to identify ways to enhance its capacity to govern effectively now and into the future.**
- Strongly agree 5
  - Neutral 1

**Please rate the degree to which you agree with the following statement: "I think my role in the governance retreat mattered. My input was welcomed and considered."**

- Strongly agree 5
- Agree 1

**Other Comments (please specify)**

- Ample opportunity for me and all other attendees to answer questions and get reactions from peers and staff.
- Yes. This structure allowed for not only a diversity of ethnic backgrounds, gender, etc. to be heard. It allowed for a diversity of communication styles and perspectives that is not always encouraged from a board that has a variety of people representing the broader community.

**How can scenario thinking and examining mental models help to foster generative thinking in the future? What challenges will these activities present to MPL board and staff leadership?**

- Scenario thinking and the examination of mental models help to foster future generative thinking because doing so allows for leadership to consider alternative, uncertain futures and, to plan for those possible eventualities.
- It pushes everyone to think about the uncomfortable scenarios and stretch the mind into viable solutions that might not otherwise be considered. "Necessity is the mother of all invention" but if you don't play out the more dire (realistic?) scenarios you won't be moving fast enough on solutions to really innovate. Biggest challenge will be how to focus the ideas/thoughts/solution sets into realistic actionable items.
- I believe sense making as best we can is an important skill to develop and continuously reflect on "what's next," even if we cannot see what is around the bend.
- Setting a "re-set cycle". What is appropriate and prudent for a span between big thinking like this?...in light of the realities of getting people together. Lots of talk about a changing board...how will new board members benefit from the thinking at this session? Present outcomes or take them back into a discussion of the thought processes that went on at this session. How will the discussion and thought processes be discussed with staff? we talked of better collaboration among foundations...what plans to get them up to speed on the discussions at this session. it would be good to do a workshop with them, rather than a report out at the next meeting.
- Stepping back from the daily flow to examine assumptions and consider the future is always a good idea, and it's more necessary than ever in a climate of pervasive change. The challenge is time. Everyone is so busy that taking a full day feels like a luxury even if it's a necessity.

<b>What parts or features of the governance retreat agenda did you find most useful?</b>
<ul style="list-style-type: none"> <li>I like that every group had a different worldview to examine so that board members could think about many possible futures. I also like that everyone got the opportunity to hear each future scenario and to ask questions about them -- presenting an opportunity for wider thinking on the futures.</li> </ul>
<ul style="list-style-type: none"> <li>The breakout sessions, particularly hearing points of views from others with different perspectives and backgrounds.</li> </ul>
<ul style="list-style-type: none"> <li>small group discussions</li> </ul>
<ul style="list-style-type: none"> <li>Having everyone work on the scenarios would have been useful. it created two categories of participants...those who did prep work and those who reviewed prep work and came to the meeting. I was glad to see so many of the board there for so much of the day. Clearly, a lot of time and effort went into the planning.</li> </ul>
<ul style="list-style-type: none"> <li>The small group discussions were the most valuable but seemed to move slowly.</li> </ul>
<ul style="list-style-type: none"> <li>1. The chance to consider and examine plausible futures that are notably different from the present. Our perspectives were broadened significantly, 2. The chance to interact closely with MPL managers and foundation reps. We just don't do that very often.</li> </ul>

<b>What parts or features of the governance retreat agenda did you find least useful?</b>
<ul style="list-style-type: none"> <li>I cannot identify a part of the retreat that I would categorize at "least useful."</li> </ul>
<ul style="list-style-type: none"> <li>It probably could have been shortened a bit, but on the other had you hate to shortchange robust conversation and discovery!</li> </ul>
<ul style="list-style-type: none"> <li>Reviewing the mental models again. We had two prior presentations at board meetings on it.</li> </ul>
<ul style="list-style-type: none"> <li>I think it would have been useful to have the Board work in a small group. or perhaps that's a next step.</li> </ul>
<ul style="list-style-type: none"> <li>The small group activities wandered at times, but the territory we entered was always interesting. There was an abundance of good will on everyone's part.</li> </ul>

<b>Is there anything we could have done differently in planning and conducting the Board of Trustees retreat that would have increased the positive impact of the session?</b>
<ul style="list-style-type: none"> <li>I think that the retreat was well planned. If I would change something, it would be the explanations of the thinking behind the breakout sessions. There seemed to be some additional questions and confusion after we assembled at our tables.</li> </ul>
<ul style="list-style-type: none"> <li>Perhaps combining the last two breakouts so we have two total breakouts?</li> </ul>
<ul style="list-style-type: none"> <li>I believe it was well done. I appreciate everyone who put effort into the pre-planning work.</li> </ul>
<ul style="list-style-type: none"> <li>It was not a Board of Trustees retreat. It was a MPL leadership (board and staff) retreat. Clearer definition of what an expected outcome was to be. It was good to do some global thinking, but harder to figure out what the outcomes of the session were expected. Quite frankly, fewer people. A location that was less sterile. And more creative. the rare books room would have been a great space (but, in the wrong building...we couldn't have been in the Library...too many potential distractions)</li> </ul>
<ul style="list-style-type: none"> <li>We committed to a model and a process, and I thought the day was well-executed.</li> </ul>

<b>What questions or concerns about strategic and generative mode leadership do you have at this point that would need to be addressed in order for you to support movement on the part of the MPL Board of Trustees in this direction in the future?</b>
<ul style="list-style-type: none"> <li>None. I would support this.</li> </ul>
<ul style="list-style-type: none"> <li>None, great exercise to gather input and build toward a variety of different scenarios</li> </ul>
<ul style="list-style-type: none"> <li>In what direction? Direction of discussion we had? Direction of using this model? Direction of encouraging board members to think farther down the block?</li> </ul>
<ul style="list-style-type: none"> <li>None.</li> </ul>

**Given the 4 potential scenarios, what are the new questions and emerging challenges that will be facing MPL over the next 10-20 years?**

Original Statements from the February 28 Retreat	Proposed Revised Wording of New Questions and Emerging Challenges Facing MPL
1. What does AI mean for libraries in terms of workforce and library service?	1. What does Artificial Intelligence (AI) mean for MPL in terms of our workforce and library service in the future?
2. How will we address the tendency toward social isolation?	2. What is the impact and possible implications of growing social isolation on MPL?
3. How do we navigate within politics and government at all levels?	3. How do we navigate, in the service of the mission and in our roles as trustees, within politics and government at all levels?
4. How do we reconcile privacy issues? (Library's legal obligation and value commitments vs people's practices)	4. As a publicly accountable entity, what are MPL's roles and responsibilities with respect to changing definitions of privacy rights and personal information sharing practices?
5. What will the new demographic mix mean for workforce development? (Language skills, cultural sensitivity, etc.)	5. This is not a "new question"; it is a continuing challenge. How would we frame the new question requiring generative thinking or sense-making by the Board of Trustees?
6. How do we maximize benefits that come from public/private governance and partnerships?	6. Given all of the new questions and emerging challenges facing MPL, with what new partners do we need to be exploring and building relationships?
	7. ADDITION: What other governance, administrative, and funding structures should be explored that would help to ensure the future viability of MPL either as a stand-alone institution or as part of a new merged system?

## MPL Board Retreat – February 28, 2018 Resilient Strategies

Original List from Feb 28	Proposed Revisions from Original List
1. Personalization of services	1. Explore, design, and offer personalized/individualized services and learning systems (for example, librarian as "conciierge")
2. Collaborations & partnerships	2. Increase and deepen collaborations & partnerships with library schools, high schools, industry, tech firms (Partnerships as means to achieve mutual outcomes). NOTE: MPL 2020 Community Outcome: Community partnerships are the basis for all successful initiatives.
3. Advocacy & lobbying	3. Enhance the Board role in advocacy and lobbying
4. Building staff capacity – new models	4. Build staff capacity to meet evolving patron and community needs (determination of new skills sets needed, consideration of new staffing models)
5. Responsive programming	5. Continue efforts to offer programming that is responsive to new and changing demographics/needs (data driven process; involvement of patrons; gauge public perceptions including non-users)
6. Regionalism	6. Explore and assess alternative governance and funding models. (Regional, statewide re-design)
7. Library as social??	7. Position libraries as spaces for social interaction and connection.
8. Embracing technology	8. Continue to embrace and fully utilize technology to offer quality services and create efficiencies.
9. Realignment of board structure	9. Realign board operations to position trustees for tri-modal governance that includes leading on emerging issues and challenges.
10. Fidelity to mission	10. See #11
11. Branding our values	11. Build upon our fidelity to mission, integrity, success, and public trust to build and project the MPL brand. (see #13 below)
12. Monetization	12. Explore new revenue generating approaches and activities including monetization of assets, fees for services, dedicated taxes, and others.
13. Relevance for the wider community	13. Continue to demonstrate the library's relevancy for a wider, diverse community (marketing and promotion)
14. Collaboration between the two boards	14. Create opportunities for collaboration between the two boards.

**In your scenario, what strategies would MPL need to utilize to thrive & advance its mission and vision?**

Scenario 1 Group	Scenario 2 Group	Scenario 3 Group	Scenario 4 Group
<ul style="list-style-type: none"> <li>• Think beyond MPL as a stand-alone – what does that look like?                             <ul style="list-style-type: none"> <li>• Regionalization?</li> <li>• Privatization?</li> </ul> </li> <li>• Governance? Boards – appointed? Elected?</li> <li>• *Use our integrity &amp; success as a selling point</li> <li>• Prep workers for jobs of the future</li> <li>• Collaborate with library schools &amp; high schools</li> <li>• Both boards work more collaboratively</li> <li>• Industry partnerships</li> <li>• Funding goals</li> <li>• Environmental scan – better understand changing pop./demographics &amp; needs</li> <li>• Use technology to offer personalized &amp; remote services.</li> <li>• Strategy to examine progs &amp; services – retain or not?</li> <li>• Build flexible spaces to respond to future realities</li> </ul>	<ul style="list-style-type: none"> <li>• Collection →Value as resource</li> <li>• Leverage vendors</li> <li>• Reverse vendor relationships</li> <li>• We stock the Shelves – do our patrons know what's there?</li> <li>• Services catalog</li> <li>• Resource/Model</li> <li>• Product development</li> <li>• Partnership for Outcomes</li> <li>• Asset Inventory/What is different)</li> <li>• Libraries as “concierge”</li> <li>• We are different from other providers                             <ul style="list-style-type: none"> <li>• For everyone for free</li> <li>• Info Experts</li> </ul> </li> </ul>	<p>Strategies:</p> <ul style="list-style-type: none"> <li>• Partnerships                             <ul style="list-style-type: none"> <li>- Increase</li> <li>- Deepen</li> <li>- MPS</li> <li>- Tech Firms</li> <li>- Business</li> <li>- Workforce development</li> </ul> </li> <li>• Expanding presence without losing locations</li> <li>• Go where the people are</li> <li>• Build Relevancy                             <ul style="list-style-type: none"> <li>- Board composition                                     <ul style="list-style-type: none"> <li>○ Board Expertise</li> </ul> </li> <li>- Make sure right voices are at the table when designing programs</li> </ul> </li> </ul> <p>Funding Sources</p> <ul style="list-style-type: none"> <li>• Crowd – funding</li> <li>• Develop ways for the public to give</li> <li>• Add revenue generating activities                             <ul style="list-style-type: none"> <li>○ Co-working spaces</li> </ul> </li> <li>• Naming rights or “Adopt a program”</li> <li>• Tax</li> </ul>	<ul style="list-style-type: none"> <li>• Privacy; Regionalism; Community “Connector”</li> <li>• Relevancy - How we determine how public views us – especially non-users. Should do “regular” survey – needs assessment</li> <li>• Marketing/Promotion of library - Use \$ to do this – advertising, focus groups, etc.</li> <li>• Services/staff to better reach diverse population</li> <li>• More aggressive (comprehensive) programs/exhibit/displays</li> <li>• More responsive to current events</li> <li>• Skill set of staff – changes needed – personalized cross training (ref, clerical, special dept.)</li> <li>• Technology/personalization vs individualism, e.g. one-on-one appointments; longer time spent</li> <li>• “Fact tagging” – verification/reliability of facts unbiased (intentionally) vs by default <u>active neutrality</u></li> </ul>

**In addition, in what ways can the board play a leadership role in such a future?**

Scenario 1 Group	Scenario 2 Group	Scenario 3 Group	Scenario 4 Group
<ul style="list-style-type: none"> <li>• Boards works together to strengthen relationship/ functionality</li> <li>• Funding goals</li> <li>• Industry partnerships</li> <li>• Advocacy increased</li> <li>• More engaged in program decision (strategic level)</li> <li>• Full engagement in strategic planning process</li> </ul>	<ul style="list-style-type: none"> <li>• Identify asset inventory</li> <li>• Road map to Market Services &amp; unique assents</li> <li>• What willing to “Sell” vs Provide for free</li> <li>• Physical &amp; Informational/ Future Service</li> <li>• ?? in Governance Structure</li> <li>• Advocacy Role across Stakeholder Communities</li> <li>• Maintain control of Assets</li> <li>• Adequate Value MPL in Partnerships</li> <li>• Protect Asset Value</li> <li>• Board Structure – Reflect &amp; Influence Stakeholder</li> <li>• Statutory Ability to “Profit”</li> <li>• Board Expertise on Licensing/Cultural or Historical Value</li> </ul>	<ul style="list-style-type: none"> <li>• Paving way for partnership and collaboration</li> <li>• Linking areas of expertise to appointments – spec. seats</li> <li>• Increase role in lobbying</li> </ul>	<ul style="list-style-type: none"> <li>• Needs assessment (content and process)</li> <li>• If regional-intentional neutrality for very diverse community(ies) [gate-keeping]</li> <li>• Ensuring well trained staff and neutrality</li> <li>• Ensure promotion of programs in safe place and collections on current events and issues</li> </ul>

## Identifying and Pursuing Key Generative Thinking Opportunities for MPL

Step 1 – Prioritize New Questions	Step 2 – Identify Learning Objectives	Step 3 – Assign Responsibility
<p>List most critical new questions and emerging challenges requiring generative thinking on the part of the Board of Trustees. (In making this determination, consider the February 28 retreat results as well as the five markers for spotting generative opportunities listed below<sup>1</sup>)</p>	<p>Clarify the Board of Trustees' need for information and education regarding this new question or emerging challenge. (To <b>make sense</b> of this new question and/or emerging challenge, what new things will the Board of Trustees need to know and be able to do?)</p>	<p>What resources can the Board of Trustees access to <b>make sense</b> of the selected critical new questions and emerging challenges? Also determine "who" is assigned the task of generative thinking on the new question or emerging challenge.</p>
<p style="text-align: center;"><b>Example:</b></p> <p><i>What will AI mean for libraries in terms of workforce and library service in the future?</i></p>	<p style="text-align: center;"><b>Example:</b></p> <ol style="list-style-type: none"> <li>1. <i>What is AI and related technologies such as machine learning, linked data, and block chain technology?</i></li> <li>2. <i>What are the opportunities and threats for libraries associated with development and application of AI?</i></li> <li>3. <i>How might we leverage AI in support of our missions? How might AI help us do some of our work better?</i></li> <li>4. <i>How might we support AI and machine learning in ways that are consistent with and natural evolutions of the long-standing missions and functions of libraries as sources of information and the tools, resources, expertise to use that information?"</i></li> <li>5. <i>What will be the long term impacts of these technologies on the roles of librarians and other library staff?</i></li> </ol>	<p style="text-align: center;"><b>Example:</b></p> <p><i>Appoint an AI task force or study group made up of board, staff and external resource people knowledgeable about AI to explore the future impact and use of AI and to educate the board and staff on the subject</i></p>

- Resource: Librarians' Perceptions of Artificial Intelligence and Its Potential Impact on the Profession <https://tinyurl.com/y7eznhcs>
- Resource: How libraries might change when AI, machine learning, open data, block chain & other technologies are the norm <https://tinyurl.com/yaosot4w>

<sup>1</sup> Using the five markers for spotting generative opportunities, identify opportunities that requires generative thinking on the part of the Board of Trustees

- Ambiguity - Multiple interpretations of what's actually going on
- Saliency - Issue means a great deal to a great many
- High stakes - Outcome of the discussion and decision leads to questions about core values and organizational identity
- Strife - Confusion and conflict need to be resolved
- Irreversibility - Decisions cannot be easily revised or reversed



**MILWAUKEE**  
**PUBLIC LIBRARY**

*Paula A. Kiely*  
*Director*

March 20, 2018

To: Nominating Committee of the  
Milwaukee Public Library Board of Trustees:  
Chairperson John Gurda, Joan Prince *all trustees are welcome to attend*

Fm: Paula A. Kiely  
Library Director

Re: MPL Board Nominating Committee Meeting  
March 28, 2018  
9:00 a.m.-9:15 a.m.  
Central Library Trustees Room

**MEETING NOTICE AND AGENDA**

**Trustees may participate by conference phone –  
please call (414) 286-2000, pin: 266571**

**NEW BUSINESS**

1. Nomination of MPL Board Officers. The committee will nominate Trustees for Board President, Vice President and Financial Secretary for the 2018-2020 term of office. The slate of nominees will be presented to the Board at their April 24, 2018 regular meeting, with the election to be held on May 22, 2018.

*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.*

**ATTACHMENT A-P. 61 of 80**  
**MPL CONSENT AGENDA**  
**5.a.Nominating 03/28/18**

**MILWAUKEE PUBLIC LIBRARY  
BOARD OF TRUSTEES  
NOMINATING COMMITTEE  
MINUTES  
Wednesday March 28, 2018  
Central Library Trustees Room**

**PRESENT:** John Gurda, Joan Prince, Paula Kiely

**OTHERS**

**PRESENT:** Rebecca Schweisberger, Crystal Sura

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Committee Chair John Gurda called the MPL Board of Trustees Nominating Committee meeting to order at 9:04 a.m. on March 28, 2018 with a quorum present. All trustees participated by conference phone.

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1. **Nomination of MPL Board Officers.** President Gurda appointed himself and Trustee Prince to serve on the Nominating Committee. The slate of nominees is Michele Bria for President, Joan Prince for Vice President, and Chris Layden for Financial Secretary. The election will take place at the annual meeting on May 22, 2018. Informational item.
- 

The meeting of the Milwaukee Public Library Board's Building & Development Committee was adjourned at 9:15 a.m. on March 28, 2018.

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**MILWAUKEE**  
PUBLIC LIBRARY

*Paula A. Kiely*  
Director

April 3, 2018

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

Fm: Paula A. Kiely, Library Director

Re: Innovation and Strategy Committee Meeting  
Wednesday, April 11, 2018, 8:00 a.m.-9:00 a.m.  
Central Library Meeting Room 1, 814 W. Wisconsin Avenue

**MEETING NOTICE AND AGENDA**

1. **Committee Meeting Minutes from February 14, 2018 Meeting.** Review and discussion of the minutes from the February 14, 2018 meeting.  
Attachment A, page 2
2. **MPL Board Retreat.** The Committee members will discuss the outcome of the retreat including the resilient strategies and the key questions.  
Attachment B, page 3
3. **Urban Library Council President and CEO Susan Benton Visit.** The Committee will discuss final plans for Ms. Benton's visit on April 24, 2018.

*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.*

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**ATTACHMENT A-P. 63 of 80**  
**MPL CONSENT AGENDA**  
**5.b. Innovation & Strategy 04/11/18**  
**P. 65**

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

**Wednesday February 14, 2018  
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 Innovation & Strategy Committee meeting to order at 8:06 a.m. on February 14, 2018 with a quorum present. Trustee Layden participated by phone.

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1. **Library Board Retreat.** Director Kiely said in preparation for the February 28, 2018 Board retreat, the Retreat Planning Team has developed scenarios for MPL of the future. Three outside experts have read the scenarios and provided comment. The committee suggested that since financing and funding are key to the future, it might be beneficial to have the former City of Milwaukee Budget Director review the scenarios. At the retreat, the Trustees will reflect on the scenarios in small groups and report on their discussions. A draft of the MPL Board of Trustees Governance Retreat agenda was reviewed. Informational item.

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2. **Succession Planning.** The committee reviewed and discussed tools to evaluate the balance of needed skills and experience of board members. The trustees will be asked to complete a profile worksheet after the February 28, 2018 Board Retreat. The worksheet will help evaluate the balance of needed skills and experience of board members. After a brief discussion on the various appointing authorities of the MPL board, the committee agreed that the board president can engage the appointing authorities as to the responsibilities and expectations of a trustee. It was suggested that members of the board identify potential prospects and develop a list to guide the discussion of the MPL Executive Committee on succession planning. It was noted that the Nominating Committee will meet in spring to recommend a slate of officers. The election will take place at the May 22, 2018 regular meeting, at which time, the officers assume the chair. Informational item.

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3. **Visit by Susan Benton.** Director Kiely referred to a draft itinerary for Urban Library Council President and CEO Benton's visit on March 27, 2018. The purpose of the visit is to engage the Board in the activities of the Urban Libraries Council as the Board continues to discuss the future of the library, race and social equity, and board leadership. The committee discussed ideas to take the greatest advantage of the time spent with Ms. Benton while also sharing MPL's current projects and future goals. Informational item.

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The meeting of the Milwaukee Public Library Board's Innovation & Strategy Committee was adjourned at 9:05 a.m. on February 14, 2018.

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## MPL Board Retreat – February 28, 2018 Resilient Strategies

Original List from Feb 28	Proposed Revisions from Original List
1. Personalization of services	1. Explore, design, and offer personalized/individualized services and learning systems (for example, librarian as “conciierge”)
2. Collaborations & partnerships	2. Increase and deepen collaborations & partnerships with library schools, high schools, industry, tech firms (Partnerships as means to achieve mutual outcomes). NOTE: MPL 2020 Community Outcome: Community partnerships are the basis for all successful initiatives.
3. Advocacy & lobbying	3. Enhance the Board role in advocacy and lobbying
4. Building staff capacity – new models	4. Build staff capacity to meet evolving patron and community needs (determination of new skills sets needed, consideration of new staffing models)
5. Responsive programming	5. Continue efforts to offer programming that is responsive to new and changing demographics/needs (data driven process; involvement of patrons; gauge public perceptions including non-users)
6. Regionalism	6. Explore and assess alternative governance and funding models. (Regional, statewide re-design)
7. Library as social??	7. Position libraries as spaces for social interaction and connection.
8. Embracing technology	8. Continue to embrace and fully utilize technology to offer quality services and create efficiencies.
9. Realignment of board structure	9. Realign board operations to position trustees for tri-modal governance that includes leading on emerging issues and challenges.
10. Fidelity to mission	10. See #11
11. Branding our values	11. Build upon our fidelity to mission, integrity, success, and public trust to build and project the MPL brand. (see #13 below)
12. Monetization	12. Explore new revenue generating approaches and activities including monetization of assets, fees for services, dedicated taxes, and others.
13. Relevance for the wider community	13. Continue to demonstrate the library’s relevancy for a wider, diverse community (marketing and promotion)
14. Collaboration between the two boards	14. Create opportunities for collaboration between the two boards.

In your scenario, what strategies would MPL need to utilize to thrive & advance its mission and vision?			
Scenario 1 Group	Scenario 2 Group	Scenario 3 Group	Scenario 4 Group
<ul style="list-style-type: none"> <li>• Think beyond MPL as a stand-alone – what does that look like?               <ul style="list-style-type: none"> <li>• Regionalization?</li> <li>• Privatization?</li> </ul> </li> <li>• Governance? Boards – appointed? Elected?</li> <li>• *Use our integrity &amp; success as a selling point</li> <li>• Prep workers for jobs of the future</li> <li>• Collaborate with library schools &amp; high schools</li> <li>• Both boards work more collaboratively</li> <li>• Industry partnerships</li> <li>• Funding goals</li> <li>• Environmental scan – better understand changing pop./demographics &amp; needs</li> <li>• Use technology to offer personalized &amp; remote services.</li> <li>• Strategy to examine progs &amp; services – retain or not?</li> <li>• Build flexible spaces to respond to future realities</li> </ul>	<ul style="list-style-type: none"> <li>• Collection →Value as resource</li> <li>• Leverage vendors</li> <li>• Reverse vendor relationships</li> <li>• We stock the Shelves – do our patrons know what's there?</li> <li>• Services catalog</li> <li>• Resource/Model</li> <li>• Product development</li> <li>• Partnership for Outcomes</li> <li>• Asset Inventory/What is different)</li> <li>• Libraries as “concierge”</li> <li>• We are different from other providers               <ul style="list-style-type: none"> <li>• For everyone for free</li> <li>• Info Experts</li> </ul> </li> </ul>	<p>Strategies:</p> <ul style="list-style-type: none"> <li>• Partnerships               <ul style="list-style-type: none"> <li>- Increase</li> <li>- Deepen</li> <li>- MPS</li> <li>- Tech Firms</li> <li>- Business</li> <li>- Workforce development</li> </ul> </li> <li>• Expanding presence without losing locations</li> <li>• Go where the people are</li> <li>• Build Relevancy               <ul style="list-style-type: none"> <li>- Board composition                   <ul style="list-style-type: none"> <li>o Board Expertise</li> </ul> </li> <li>- Make sure right voices are at the table when designing programs</li> </ul> </li> </ul> <p>Funding Sources</p> <ul style="list-style-type: none"> <li>• Crowd – funding</li> <li>• Develop ways for the public to give</li> <li>• Add revenue generating activities               <ul style="list-style-type: none"> <li>o Co-working spaces</li> </ul> </li> <li>• Naming rights or “Adopt a program”</li> <li>• Tax</li> </ul>	<ul style="list-style-type: none"> <li>• Privacy; Regionalism; Community “Connector”</li> <li>• Relevancy - How we determine how public views us – especially non-users. Should do “regular” survey – needs assessment</li> <li>• Marketing/Promotion of library - Use \$ to do this – advertising, focus groups, etc.</li> <li>• Services/staff to better reach diverse population</li> <li>• More aggressive (comprehensive) programs/exhibit/displays</li> <li>• More responsive to current events</li> <li>• Skill set of staff – changes needed – personalized cross training (ref, clerical, special dept.)</li> <li>• Technology/personalization vs individualism, e.g. one-on-one appointments; longer time spent</li> <li>• “Fact tagging” – verification/reliability of facts unbiased (intentionally) vs by default <u>active neutrality</u></li> </ul>

**In addition, in what ways can the board play a leadership role in such a future?**

Scenario 1 Group	Scenario 2 Group	Scenario 3 Group	Scenario 4 Group
<ul style="list-style-type: none"> <li>• Boards works together to strengthen relationship/ functionality</li> <li>• Funding goals</li> <li>• Industry partnerships</li> <li>• Advocacy increased</li> <li>• More engaged in program decision (strategic level)</li> <li>• Full engagement in strategic planning process</li> </ul>	<ul style="list-style-type: none"> <li>• Identify asset inventory</li> <li>• Road map to Market Services &amp; unique assents</li> <li>• What willing to "Sell" vs Provide for free</li> <li>• Physical &amp; Informational/ Future Service</li> <li>• ?? in Governance Structure</li> <li>• Advocacy Role across Stakeholder Communities</li> <li>• Maintain control of Assets</li> <li>• Adequate Value MPL in Partnerships</li> <li>• Protect Asset Value</li> <li>• Board Structure – Reflect &amp; Influence Stakeholder</li> <li>• Statutory Ability to "Profit"</li> <li>• Board Expertise on Licensing/Cultural or Historical Value</li> </ul>	<ul style="list-style-type: none"> <li>• Paving way for partnership and collaboration</li> <li>• Linking areas of expertise to appointments – spec. seats</li> <li>• Increase role in lobbying</li> </ul>	<ul style="list-style-type: none"> <li>• Needs assessment (content and process)</li> <li>• If regional-intentional neutrality for very diverse community(ies) [gate-keeping]</li> <li>• Ensuring well trained staff and neutrality</li> <li>• Ensure promotion of programs in safe place and collections on current events and issues</li> </ul>

**Given the 4 potential scenarios, what are the new questions and emerging challenges that will be facing MPL over the next 10-20 years?**

Original Statements from the February 28 Retreat	Proposed Revised Wording of New Questions and Emerging Challenges Facing MPL
1. What does AI mean for libraries in terms of workforce and library service?	1. What does Artificial Intelligence (AI) mean for MPL in terms of our workforce and library service in the future?
2. How will we address the tendency toward social isolation?	2. What is the impact and possible implications of growing social isolation on MPL?
3. How do we navigate within politics and government at all levels?	3. How do we navigate, in the service of the mission and in our roles as trustees, within politics and government at all levels?
4. How do we reconcile privacy issues? (Library's legal obligation and value commitments vs people's practices)	4. As a publicly accountable entity, what are MPL's roles and responsibilities with respect to changing definitions of privacy rights and personal information sharing practices?
5. What will the new demographic mix mean for workforce development? (Language skills, cultural sensitivity, etc.)	5. This is not a "new question"; it is a continuing challenge. How would we frame the new question requiring generative thinking or sense-making by the Board of Trustees?
6. How do we maximize benefits that come from public/private governance and partnerships?	6. Given all of the new questions and emerging challenges facing MPL, with what new partners do we need to be exploring and building relationships?
	7. ADDITION: What other governance, administrative, and funding structures should be explored that would help to ensure the future viability of MPL either as a stand-alone institution or as part of a new merged system?

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

**Wednesday April 11, 2018  
Central Library Meeting Room 1**

**PRESENT:** Michelle Bria, Sharon Cook, Ald. Nik Kovac, Chris Layden, Joan Prince,  
Paula Kiely

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Committee Chair Joan Prince called the MPL Board of Trustees Innovation and Strategy Committee meeting to order at 8:02 a.m. on April 11, 2018 with a quorum present. Ald. Kovac participated by phone. The agenda items were taken out of order; however, these minutes are presented in numerical sequence.

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1. **Committee Meeting Minutes from February 14, 2018 Meeting.** Chair Prince entertained a motion to accept the minutes, listed as attachment A of the agenda. Trustee Cook moved approval and Trustee Bria seconded. Motion passed.

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2. **MPL Board Retreat.** Chair Prince referred to the notes from the MPL Board Retreat, attachment B of the agenda. Director Kiely referred to the Resilient Strategies and New Questions and Emerging Challenges Facing MPL, pages 3 and 6 respectively. Director Kiely shared comments and ideas from Library Administrators about the New Questions, particularly Artificial Intelligence (AI) and the funding structure. Discussion ensued about engaging corporate partners to inform and educate the Trustees on specific technology that could be applied to the library setting. Additionally, it would be beneficial for the Board to study strategies for introducing new technology and customer service models to library patrons. Chair Prince suggested forming a small committee to learn more about the administrative and funding impacts of AI. The committee's charge would be to link and align two major objectives identified on the retreat with the strategic planning process. This would be done through education of the Board, the community, and staff. The committee would then present an action plan for the Board to consider. Trustee Bria noted that it may be useful to discuss this topic with Ms. Benton during her visit. Trustee Layden recommended that the retreat topics should be mapped back to the Library mission and Foundation grant requests. Chair Prince and Director Kiely will develop framework for creating the group. Informational item.

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3. **Urban Library Council President and CEO Susan Benton Visit.** Director Kiely distributed a draft itinerary for Urban Libraries Council (ULC) President and CEO Benton's visit on April 24, 2018. Director Kiely and Ms. Benton will meet by phone to discuss the goals of the visit. Chair Prince noted that Susan Benton is the first non-librarian to lead the ULC. The committee continued discussion about using her expertise in this area to provide strategies for Board composition, current projects, and future goals. Director Kiely will share relevant ULC Leadership Briefs with the Board. Informational item.

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The meeting of the Milwaukee Public Library Board's Innovation & Strategy Committee was adjourned at 9:00 a.m. on April 11, 2018.

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MILWAUKEE PUBLIC LIBRARY SYSTEM

PERSONNEL ACTIONS

COVERING PERIOD: MARCH 11, 2018 THROUGH APRIL 7, 2018

The Secretary reports the following personnel actions:

REGULAR APPOINTMENT

Vontae Burnside - Library Circulation Assistant I - Circulation	03/12/18
Heidi Haring - Library Circulation Assistant I - Mitchell Street	03/12/18
Tavares Watkins - Custodial Worker II - CL - Facilities & Fleet	03/12/18
Rebecca Albers - Library Circulation Aide - Circulation	03/19/18
Mark Ciccone - Library Circulation Assistant I (LPT) - Tippecanoe	03/19/18
Desire Sconiers - Library Circulation Aide - Circulation	03/19/18
Chantella Thomas - Library Circulation Aide - Circulation	03/19/18
Robert Larson - Library Circulation Aide - Bay View	03/26/18
Max Morgan - Library Circulation Assistant I - Circulation	03/26/18

REHIRE / REGULAR APPOINTMENT

Brittany Lee - Library Circulation Assistant I - Atkinson	03/12/18
Jazmine Williams - Library Circulation Assistant I - Capitol	03/12/18
Philip Winchester - Custodial Worker II - CL - Facilities & Fleet	03/12/18
Martez Harris - Library Circulation Assistant I (LPT) - Capitol	03/19/18
Tammy Mays - Library Branch Manager - Center Street	03/26/18

PROMOTION / TRANSFER

Derek Marinello - Library Circulation Assistant I - Circulation and ILS To: Library Reference Assistant - Ready Reference	03/11/18
Rebecca Schweisberger - Office Assistant IV - Technical Services / Automation To: Administrative Assistant IV - Administration	03/25/17
Jamal Tisdale - Custodial Worker II - CL - Facilities & Fleet To: IT Support Associate (underfilling IT Support Specialist) - Technical Services / Automation	03/25/18

CHANGE IN STATUS / TRANSFER

Ana Avalos Morales - Library Circulation Assistant I - Mitchell Street To: Library Circulation Assistant I (1/2) - EOS / CLCR	03/25/18
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LEAVE OF ABSENCE 24.0 OR MORE HOURS

Tanya Dhein - Library Circulation Assistant I - Tippecanoe - 28.5 hours	04/03/18
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RESIGNATION

Jeffrey Gold - Librarian III - EOS / CLCR	03/31/18
Thomas Stack - IT Support Specialist - Technical Services / Automation	04/04/18
Philip Winchester - Custodial Worker II - CL - Facilities & Fleet	04/06/18

TERMINATION DURING PROBATION

Vontae Burnside - Library Circulation Assistant I - Circulation	03/15/18
Robert Harrison - Librarian II - Business Technology, Science and Periodicals	03/23/18

**Milwaukee Public Library  
Financial Report  
March 31, 2018**

2018

2017

**City Revenues**

	Budget	Received to date	% Received
<i>Additional City Appropriation</i>	\$ 21,949,443	\$ 5,608,859	25.6%
<i>Fines</i>	\$ 225,000	\$ 30,015	13.3%
<i>Lost Materials, etc.</i>	\$ 101,800	\$ 12,978	12.7%
<i>MCFLS Contracts</i>	\$ 744,000	\$ 27,696	3.7%
<b>Total City Appropriation</b>	<b>\$ 23,020,243</b>	<b>\$ 5,679,548</b>	<b>24.7%</b>

	Budget	Received to date	% Received
	\$ 22,526,295	\$ 5,239,275	23.3%
	\$ 245,000	\$ 55,575	22.7%
	\$ 117,600	\$ 20,182	17.2%
	\$ 725,000	\$ 13,732	1.9%
	<b>\$ 23,613,895</b>	<b>\$ 5,328,764</b>	<b>22.6%</b>

**City Expenses**

**Salaries & Benefits**

	Budget	Spent to date	% Spent
<i>Salaries</i>	\$ 12,340,806	\$ 2,965,625	24.0%
<i>Fringe Benefits</i>	\$ 5,676,770	\$ 1,314,819	23.2%
<b>Total</b>	<b>\$ 18,017,576</b>	<b>\$ 4,280,445</b>	<b>23.8%</b>

	Budget	Spent to date	% Spent
	\$ 12,731,816	\$ 2,879,340	22.6%
	\$ 5,729,318	\$ 1,314,427	22.9%
	<b>\$ 18,461,134</b>	<b>\$ 4,193,767</b>	<b>22.7%</b>

**Operating Expenses**

	Budget	Spent to date	% Spent
<i>General Office Expense</i>	\$ 130,000	\$ 2,502	1.9%
<i>Tools &amp; Machinery Parts</i>	\$ 30,800	\$ 10,908	35.4%
<i>Construction Supplies</i>	\$ 38,000	\$ 8,372	22.0%
<i>Energy</i>	\$ 664,179	\$ 143,459	21.6%
<i>Other Operating Supplies</i>	\$ 178,027	\$ 56,110	31.5%
<i>Vehicle Rental</i>	\$ 7,000	\$ 1,591	22.7%
<i>Non-Vehicle Equipment Rental</i>	\$ 30,000	\$ 11,780	39.3%
<i>Professional Services</i>	\$ 182,500	\$ 93,329	51.1%
<i>Information Technology Services</i>	\$ 406,579	\$ 286,457	70.5%
<i>Property Services</i>	\$ 957,189	\$ 299,886	31.3%
<i>Infrastructure Services</i>	\$ 28,000	\$ 6,488	23.2%
<i>Vehicle Repair Services</i>	\$ 500	\$ 6,825	1365.0%
<i>Other Operating Services</i>	\$ 221,700	\$ 21,565	9.7%
<i>Reimburse Other Departments</i>	\$ 68,000	\$ (913)	-1.3%
<b>Total</b>	<b>\$ 2,942,474</b>	<b>\$ 948,358</b>	<b>32.2%</b>

	Budget	Spent to date	% Spent
	\$ 158,158	\$ 17,114	10.8%
	\$ 31,000	\$ 3,498	11.3%
	\$ 38,000	\$ 1,922	5.1%
	\$ 809,700	\$ 128,317	15.8%
	\$ 199,615	\$ 24,681	12.4%
	\$ 8,300	\$ 1,272	15.3%
	\$ 32,700	\$ 9,337	28.6%
	\$ 75,000	\$ 1,620	2.2%
	\$ 357,198	\$ 197,805	55.4%
	\$ 994,069	\$ 179,686	18.1%
	\$ 28,000	\$ -	0.0%
	\$ 1,500	\$ -	0.0%
	\$ 137,100	\$ 31,328	22.9%
	\$ 79,900	\$ (525)	-0.7%
	<b>\$ 2,950,240</b>	<b>\$ 596,055</b>	<b>20.2%</b>

**Equipment**

	Budget	Spent to date	% Spent
<i>Library Materials</i>	\$ 1,751,774	\$ 443,163	25.3%
<i>Computers, etc.</i>	\$ 250,419	\$ 9,582	3.8%
<i>Other</i>	\$ 58,000	\$ (2,000)	-3.4%
<b>Total</b>	<b>\$ 2,060,193</b>	<b>\$ 450,745</b>	<b>21.9%</b>
<b>Total City Expenses</b>	<b>\$ 23,020,243</b>	<b>\$ 5,679,548</b>	<b>24.7%</b>

	Budget	Spent to date	% Spent
	\$ 1,751,774	\$ 418,040	23.9%
	\$ 364,747	\$ 117,857	32.3%
	\$ 86,000	\$ 3,045	3.5%
	<b>\$ 2,202,521</b>	<b>\$ 538,942</b>	<b>24.5%</b>
	<b>\$ 23,613,895</b>	<b>\$ 5,328,764</b>	<b>22.6%</b>

*ATTACHMENT A-P. 71 of 80  
MPL CONSENT AGENDA  
6.b. Financial Report*

**Milwaukee Public Library  
Financial Report  
March 31, 2018**

**2018**

**2017**

**Additional Funding Sources**

**Other Departmental Appropriation**

	Budget	Spent to date	% Spent
<i>Villard Square Lease</i>	\$ 13,182	\$ -	0.0%
<i>Mitchell Street Lease</i>	\$ 36,000	\$ 13,500	
<b>Total</b>	<b>\$ 13,182</b>	<b>\$ -</b>	<b>0.0%</b>

	Budget	Spent to date	% Spent
	\$ 13,182	\$ -	0.0%
	\$ 36,000	\$ -	0.0%
	<b>\$ 49,182</b>	<b>\$ -</b>	<b>0.0%</b>

**Contract Grants**

	Budget	Spent to date	% Spent
<i>Teacher in the Library</i>	\$ -	\$ -	0.0%
<i>WTBBL</i>	\$ 976,820	\$ 671,038	68.7%
<i>ILS</i>	\$ 96,297	\$ 67,944	70.6%
<b>Total</b>	<b>\$ 1,073,117</b>	<b>\$ 738,982</b>	<b>68.9%</b>

	Budget	Spent to date	% Spent
	\$ 100,000	\$ 26,479	26.5%
	\$ 968,700	\$ 617,992	63.8%
	\$ 96,297	\$ 65,646	68.2%
	<b>\$ 1,164,997</b>	<b>\$ 710,117</b>	<b>61.0%</b>

**Trust Funds**

	Budget	Spent to date	% Spent
<i>Materials</i>	\$ 64,000	\$ 3,964	6.2%
<i>Programming</i>	\$ 33,750	\$ 8,430	25.0%
<i>Training</i>	\$ 11,000	\$ 1,787	16.2%
<i>Marketing</i>	\$ 23,000	\$ 8,747	38.0%
<i>Contingency</i>	\$ 2,988	\$ 462	15.4%
<i>Board Development</i>	\$ 5,000	\$ 9,792	195.8%
<i>Headline</i>	\$ 5,000	\$ -	0.0%
<i>Strehlow 50+</i>	\$ 44,417	\$ 93	0.2%
<b>Total</b>	<b>\$ 189,155</b>	<b>\$ 33,274</b>	<b>17.6%</b>

	Budget	Spent to date	% Spent
	\$ 65,100	\$ 52,607	80.8%
	\$ 32,000	\$ 9,627	30.1%
	\$ 10,000	\$ 936	9.4%
	\$ 22,000	\$ -	0.0%
	\$ 2,022	\$ 400	19.8%
	\$ -	\$ -	0.0%
	\$ -	\$ -	0.0%
	\$ 46,278	\$ 82	0.0%
	<b>\$ 177,400</b>	<b>\$ 63,652</b>	<b>35.9%</b>

**Foundation Funds**

	Budget	Spent to date	% Spent
<i>Materials</i>	\$ 312,562	\$ 12,418	4.0%
<i>Other Activities</i>	\$ 1,339	\$ 3,692	275.8%
<i>Programming</i>	\$ 995,080	\$ 80,097	8.0%
<b>Total</b>	<b>\$ 1,308,981</b>	<b>\$ 96,207</b>	<b>7.3%</b>

	Budget	Spent to date	% Spent
	\$ 332,775	\$ 101,364	30.5%
	\$ 1,339	\$ -	0.0%
	\$ 480,081	\$ 82,534	17.2%
	<b>\$ 814,195</b>	<b>\$ 183,898</b>	<b>22.6%</b>

**Investments**

*No funds were invested this period.*

## Director's Report March / April 2018

Heading into spring, library staff hosted a number of excellent programs and had the opportunity to attend others. With the support of the Zilber Family Foundation and the Friends of the Milwaukee Public Library, Sam Quinones, author of Dreamland: The True Story of America's Opiate Epidemic, spent a day in Milwaukee. He addressed the Downtown Rotary Club and later in the evening spoke before a public audience at the Central Library. His book explores the development of the opiate crisis in the U.S. and the lives of those involved. A panel included representatives from the Medical Examiner's Office, the Milwaukee Police Department, and Meta House

A number of administrators and Board members attended the Bradley Center's Gala, marking the closing of its operation and celebrating Jane Pettit's Gift to the City. MPL is one of 16 charitable organizations that will benefit from fundraising efforts.

The annual condominium meetings for Villard Square and East libraries were held. No major issues exist in either association. Later in 2018, the Villard Square condominium will be sold to the city by the current LLC owner. Dave Misky from the City's Redevelopment Authority will appear before the Trustees to explain the process.

I visited the Hales Corners Public Library to discuss the possible loan of a Hmong tapestry. Director Pat Laughlin's Board is interested in having the piece displayed at a Milwaukee library that serves the Hmong community.

The Public Library System Redesign (PLSR) process is entering its final stages and I spent significant time with the Steering Committee and our consultants preparing the process for final decision making. The workgroup reports were released and are available for public comment through May 1. They are available at <http://www.plsr.info/>

### **MPL HELPS PEOPLE READ**

Author Visit: Sam Quinones. Milwaukee Public Library and the Zilber Family Foundation welcomed author and journalist Sam Quinones to the **Loos Room of Centennial Hall** on March 13. Mr. Quinones is the author of *Dreamland: The True Tale of America's Opiate Epidemic*, the 2015 National Book Critics Circle Award Winner for general nonfiction. The book chronicles the opiate crisis of a town in Ohio, and how that town came together to address dependency and work toward economic and social revitalization. Mr. Quinones was joined by local guests: Sara Schreiber, Forensic Technical Director, Milwaukee County Forensic Toxicology Laboratory; Inspector Terrence Gordon, Milwaukee Police Department; and Christine Ullstrup, Interim Co-President & CEO and VP of Clinical Services Meta House, and moderator Rita Aleman from Marquette University's Lubar Center for Public Policy Research and Civic Education, who all discussed Milwaukee specific issues of the opioid epidemic. Attendance: 27

Author Event: Joseph Rein. Joseph Rein is the author of *Roads Without Houses*, a collection of fifteen loosely linked stories set across varying landscapes of the upper Midwest, from metropolitan Milwaukee to the deep north woods of Wisconsin. Mr. Rein read from this new collection of stories at the **East** branch on Saturday, March 24. He is a Wisconsin native and a graduate of the UWM Creative Writing Program. His short stories, poems, and essays have appeared in over twenty journals and anthologies worldwide. Attendance: 28

## **MPL HELPS PEOPLE LEARN**

Gentle Chair Yoga. Certified yoga instructor Kat Macdonald returns to **Central Library** for another round of Gentle Chair Yoga. The class focuses on low-impact and chair-assisted poses that are accessible for varied abilities. Attendance: 17

Discovery Lunch The Early History of Milwaukee. **Central Library** hosted The Early History of Milwaukee, a program reviewing Milwaukee's history using images of iconic buildings throughout the city. Historic Milwaukee expert tour guide and local history buff, Bob Giese, shared his knowledge and enthusiasm with attendees. Attendance: 5

Vel Phillips *Dream Big Dreams* Film Screening. The **Atkinson, Capitol and Center Street branches** each hosted a screening of the Wisconsin Public Television documentary *Vel Phillips: Dream Big Dreams* in honor of Women's History Month. *Dream Big Dreams* tells the story of Vel Phillips, Milwaukee's first African American alderwoman and her rise to prominence as one of Wisconsin's great civil rights activists. A discussion followed each screening. Attendance: 13

Harriet Tubman House: An Armchair Tour. **Atkinson branch** hosted MPL Librarian Amy Waldman in her presentation of Harriet Tubman House: An Armchair Tour, on Monday, March 5. Harriet Tubman was the first American woman to lead soldiers into combat, owned property, and brought 70 to 100 enslaved Americans out of the pre-Civil War South over the course of 19 trips as a conductor on the Underground Railroad. In her presentation, Amy shared pictures and stories of her visit to the Harriet Tubman House in Auburn, New York. Amy also shared pictures and stories of her brief stop at the home of William Seward, who served as Abraham Lincoln's secretary of state. Attendance: 4

Small Business Resources 101 - Spanish. **Central Library's** Business, Technology, and Periodicals Department's outreach initiatives in the community include expanding our programming to local organizations. Business Librarian Laura Patino has translated the Small Business Resources 101 workshop in Spanish and continues to present this workshop 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: 7

Breakdance Workshop. On March 7 True Skool lead a break dancing class at **Villard Square** branch (also at Bay View & Center Street on March 14 & 29). We had a couple of the teens come specifically for the program and one of the kids wanted to know if they were coming back again. Everyone had a great time. Attendance: 13

Recycled Tech for Teens. On March 14, teens had great fun while learning about technology at **Villard Square** branch. Participants learned hands on as they tore apart keyboards, a radio, a CD player and a small speaker. One made a comment that if they did this in school they would be expelled--all had a great time ripping apart tech. Attendance: 5

Harriet Tubman House: An Armchair Tour. On March 19, Librarian Amy Waldman led a program delving into the life of Harriet Tubman at the **Capitol Library**. This program virtually took participants into the Harriet Tubman House in Auburn, New York. It featured pictures and stories and Amy's comprehensive knowledge about this significant historical figure. This program was part of MPL's Women's History Month celebration. Attendance: 4

Super Senior Friday Outreach. **Education & Outreach Services** staff attended the Social Development Commission Super Senior Friday event in March. Staff shared a presentation, created library cards, and were available to answer questions and share information about library resources. Attendance: 180.

Spring Break in the Central Library Children's Room. **Children's Room** staff hosted a week of spring break programming at Central. STEM programs included an Engineering Challenge, LEGO WeDo Robotics, Marble Run Challenge, and Rube Goldberg Mania! The Florentine Opera made a special visit to present their original piece, A Busy Bee. STEM Program Attendance: 49 Florentine Opera Attendance: 98

Spring Break. At **Center Street** branch, there was a program every day of Spring Break for the children. All the programs were hands-on and some of them were creative projects they could take home. The programs included cooking, duct tape crafts and LEGOs. All staff pitched in, whether manning an activity table, helping prep or holding down the fort. We also had a successful Teen job center during that week.

### **MPL HELPS PEOPLE CONNECT**

Milwaukee Parkside School for the Arts Exhibit: "Milwaukee: Our Home, Our Libraries": Parkside School for the Arts students visited several library locations including **Central Library, Mitchell Street, Zablocki and Tippecanoe branches** in order to create an interactive museum about MPL. Staff at **Central** led 8 in-depth tours and demonstrated to students how to locate books, get a library card and use the self-check-out. In April, the museum made its debut and MPL was invited to the school to tour the museum. The museum included a 3-D map of all MPL locations and student-led exhibits of library services. They also demonstrated Brainfuse, Overdrive and acted out various library situations in short films they created themselves. The museum was open to other visitors, including students at their school. The students who created the museum are part of a program at Parkside for immigrant and refugee students in grades 2-8.

LEGOfest. East Library hosted the first ever two-day LEGOfest program, in cooperation with Shorewood Public Library, on March 9-10. Adults and children enjoyed the Lego bricks, derby tracks, face painting and prizes! The program was supported by a great group of volunteers along with Librarian Liz Braithwaite and Branch Library Services Assistant Paul Wellington. East attendance: 269

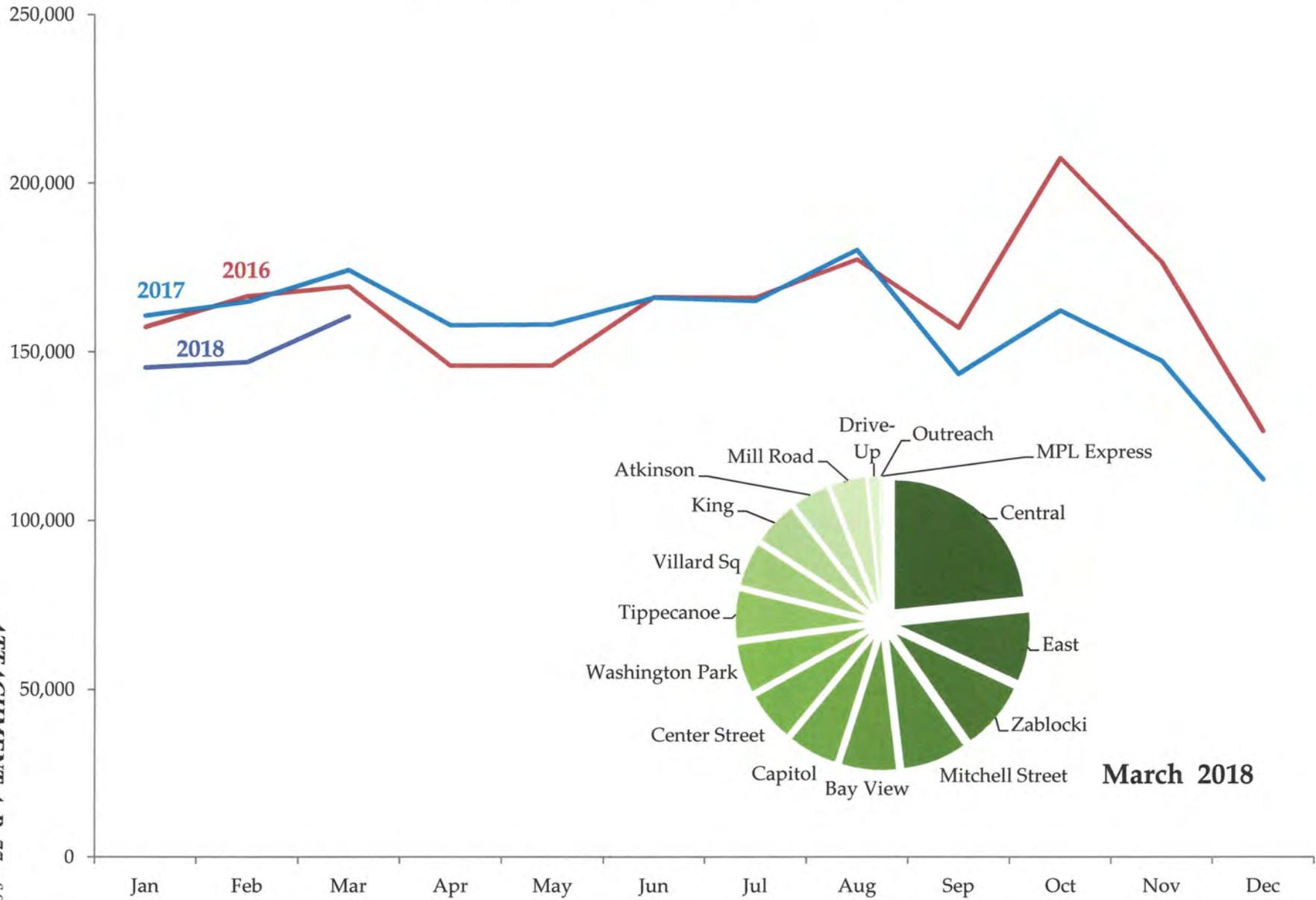
Spring Break Library Chill. Spring Break Library Chill took place at MPL's **Villard Square** branch on March 28. Teens and children connected with guards, staff and one another through board games and electronic games via Wii U. Everyone had a great time and blew off steam in a healthy spirit of competition. Attendance: 10

Crime and Safety. Milwaukee Police District 2 in conjunction with the Milwaukee County Sheriff's department held their monthly Crime and Safety meeting at the **Mitchell Street** branch on March 21. The meeting addressed various trends in the areas crime in addition to Sherriff Richard Schmidt discussion of his departments role in immigration enforcement. Alderman Jose Perez, Sherriff Richard Schmidt and Police Chief Alfonso Morales were in attendance. Several news channels were also in the building to cover the event. Attendance: 120

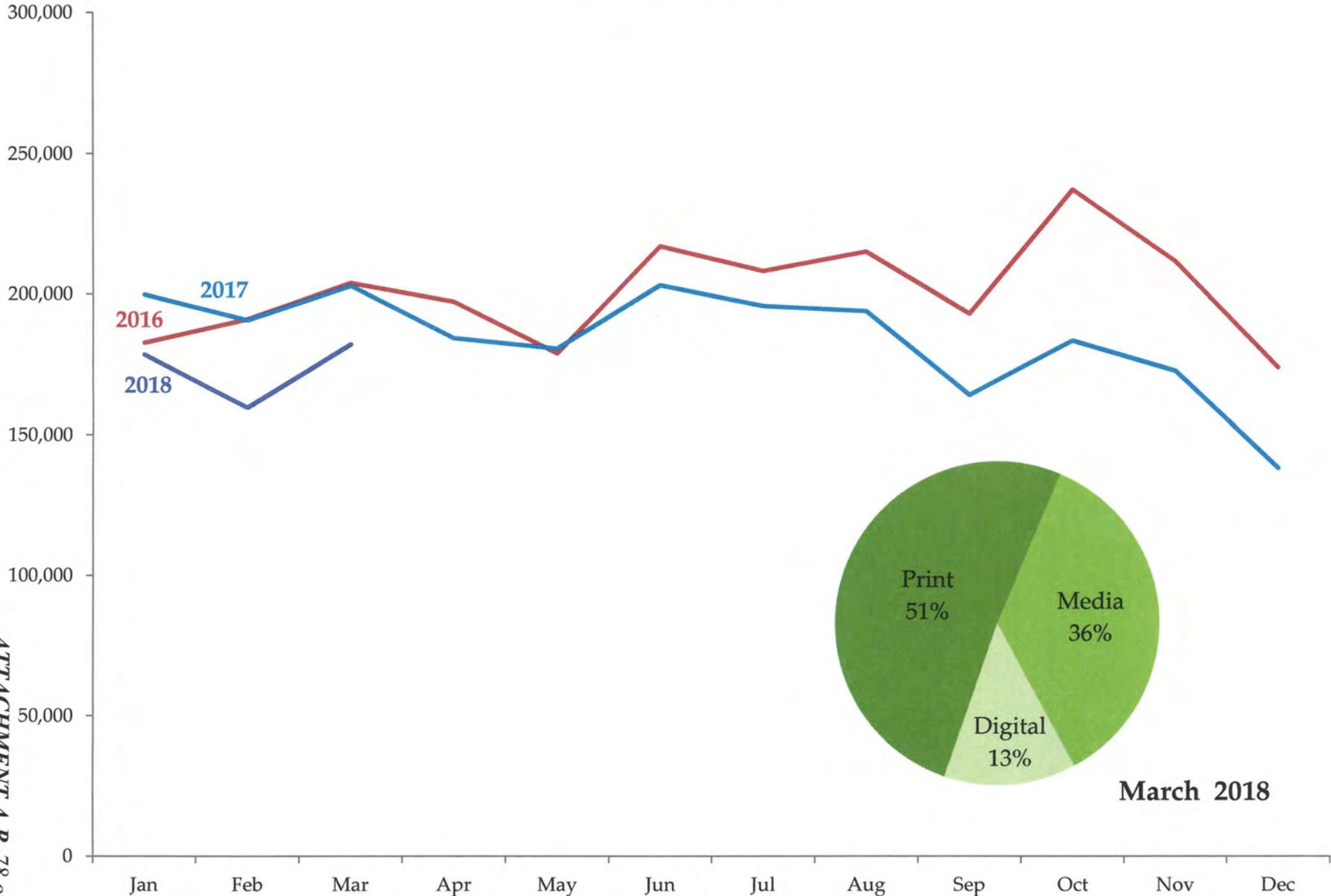
Milwaukee Repertory Theater. The Milwaukee Repertory Theater held a play reading in the Mitchell Street Library community room on March 19. *The Thanksgiving Play* by Larissa FastHorse was read. Attendees as well as the theater group were very pleased with the reading and were very complimentary on the new library. Attendance: 60

Teen Job Fairs, **Mitchell Street and Washington Park** branches hosted Teen Job Fairs. Participants connected with both summer and year-round employers. Resume and application assistance was provided during each event. **Atkinson, Center Street, Villard Square, Washington Park, and Zablocki branches** hosted additional teen jobs programming including Teen Job Centers and Acing the Interview and Resume Writing Workshops. Attendance: 147

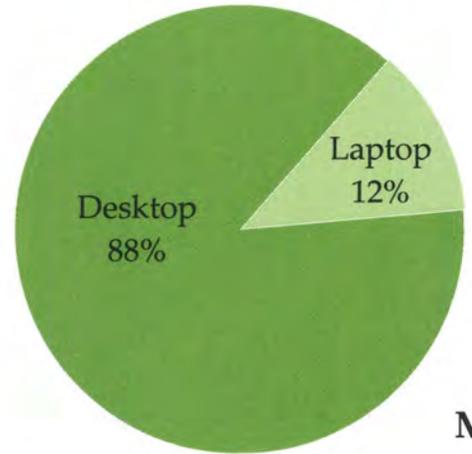
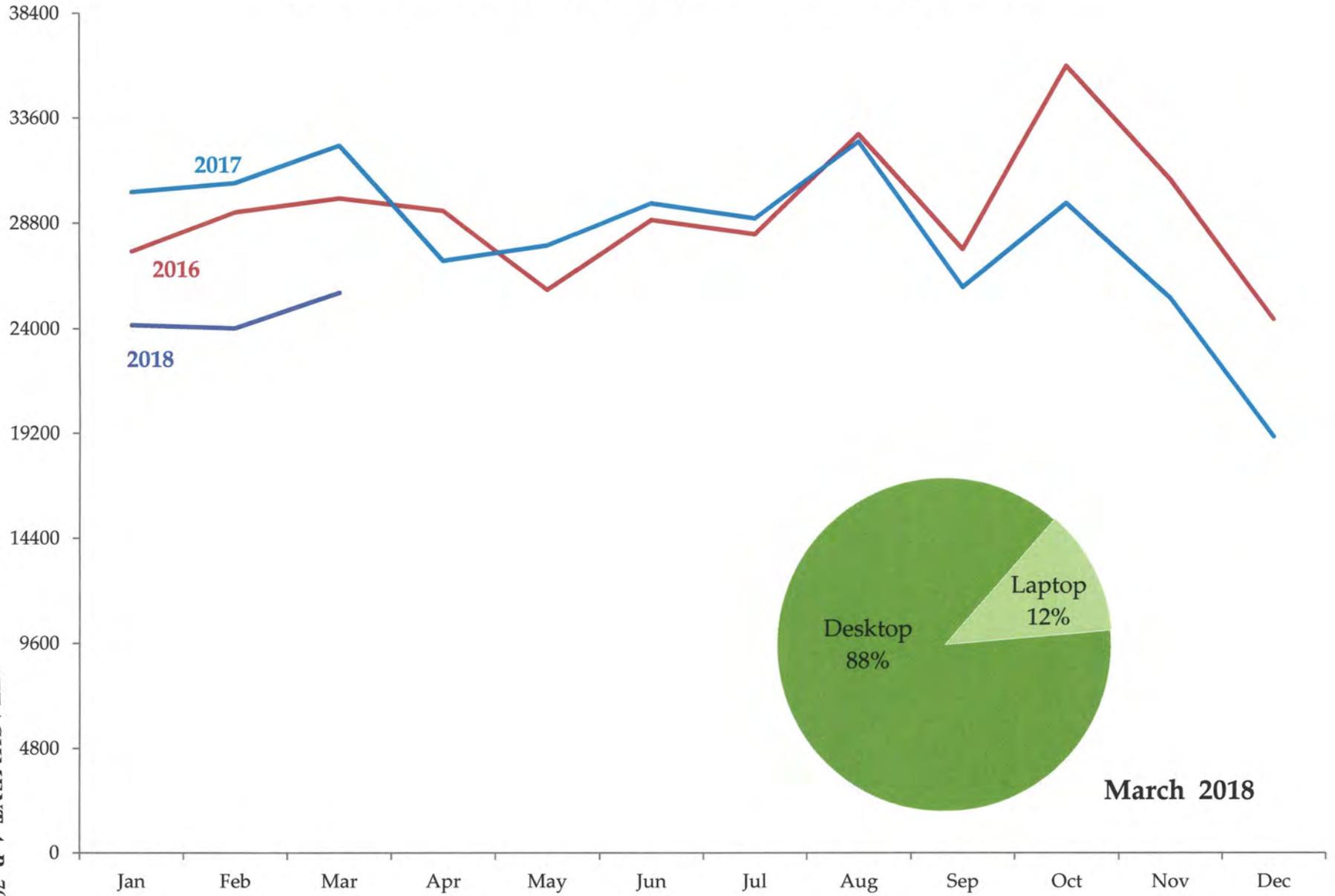
# Milwaukee Public Library Visits



# Milwaukee Public Library Circulation



# Milwaukee Public Library Hours of Computer Usage



March 2018

Milwaukee Public Library  
Computer, Internet, and Electronic Statistics  
March, 2018

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
	81,908	396,242	-79.3%	236,219	1,112,238	-78.8%

Database Hits*						
	This Month	Same Month Last Year	% Increase or Decrease	Year to Date	Previous Year to Date	% Increase or Decrease
	8,598	6,240	37.8%	25,887	16,579	56.1%

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	9,711	8,794	10.4%	27,327	24,673	10.8%
Audiobooks	7,045	5,781	21.9%	20,416	16,517	23.6%

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
	2,307	2,509	-8%	6,925	7,616	-9%

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
	43,736	42,146	3.8%	126,557	122,584	3.2%

Paging Slips						
	This Month	Same Month Last Year	% Increase or Decrease	Year to Date	Previous Year to Date	% Increase or Decrease
Central	13,099	13,025	0.6%	39,001	37,945	2.8%
Atkinson	930	966	-3.7%	2,742	2,599	5.5%
Bay View	2,412	2,524	-4.4%	7,151	7,593	-5.8%
Capitol	2,087	1,907	9.4%	6,257	5,660	10.6%
Center Street	1,091	998	9.3%	3,311	2,995	10.6%
East	2,586	2,219	16.5%	7,341	6,669	10.1%
Martin Luther King	1,215	964	26.0%	3,423	2,596	31.9%
Mill Road	104	1,301	-92.0%	327	3,939	-91.7%
Mitchell Street	1,365	1,040	31.3%	3,937	3,172	24.1%
Tippecanoe	2,431	1,789	35.9%	7,001	5,587	25.3%
Villard Square	1,061	799	32.8%	3,398	2,303	47.6%
Washington Park	1,300	1,226	6.0%	4,006	3,247	23.4%
Zablocki	2,437	2,355	3.5%	7,248	6,796	6.7%
YCOS--EOS	252	295	-14.6%	906	808	12.1%
TOTAL	32,370	31,408	3.1%	96,049	91,909	4.5%

\*LibraryNOW hits added in 2018.