

HENNEPIN COUNTY

LIBRARY BOARD

The public is welcome at all library board meetings

August 25, 2021, 5:30-7:30 p.m.

Virtual Board Meeting

Library Board Agenda

Budget and Long-term Planning Committee

1. WELCOME AND CALL TO ORDER



2. APPROVAL OF AGENDA*



3. APPROVAL OF MINUTES OF AUGUST 26, 2020

4. CFO UPDATE OF HCL BUDGET

5. GENERAL DISCUSSION OF BUDGET UPDATE

6. DISCUSSION OF BUDGET OVERSIGHT PROCESS STARTING IN 2022



7. ADJOURN*



* *Library Board action items*

Library Board

Adja Kaba, President | Jane Brisset, Vice President | Tim Dolan, Secretary | Lynn Stetler | Erin Vrieze Daniels | Jonathan Gaw | Keegan Xavi | LaBelle Nambangi | Samuel Neisen | Amal Karim | Gordy Aune Jr.

Library Director

Chad Helton



HENNEPIN COUNTY

LIBRARY BOARD

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Budget and Long-term Planning Committee

Meeting Summary

The Library Board Budget and Long-term Planning Committee met Wednesday, August 26, 2020, via Microsoft Teams.

Attendees

Committee members: Tim Dolan, Sam Neisen and Rahfat Hussain

Library Board members: Erin Vrieze Daniels and Sheila Letscher

Staff: Chad Helton, Curt Haats, Janet Mills and Jeannette Lewis

Welcome and Call to Order

Chair Rahfat Hussain called the meeting to order at 5:30 p.m. and welcomed attendees.

Approval of Agenda

Motion by: Sam Neisen

Seconded by: Tim Dolan

Motion passed.

Approval of Meeting Summary

Amendment made to June 18, 2020, meeting summary. Erin Vrieze Daniels was not in attendance at the June 18, 2020, Budget & Long-term Planning Committee meeting.

Motion with amendments by: Sam Neisen

Seconded by: Tim Dolan

Motion passed.

Library Board

Erin Vrieze Daniels, President | Chris Damsgard | Jonathan Gaw | Tim Dolan, Secretary | Rahfat Hussain | Adja K. Kaba
Margy Ligon | LaBelle Nembang | Samuel Neisen | Sheila Letscher, Vice President

Library Director

Chad Helton



Budget Update

Interim Budget and Finance Division Manager Curt Haats gave an update on the Hennepin County Library 2021 Budget Process. Curt and committee members reviewed the Budget Equity Worksheet.

The worksheet includes nine questions that are designed to help apply an equity lens to assess equity impact, be equity data driven and help equitable community engagement and access.

Discussion of Budget Update

The Budget and Long-term Planning Committee discussed the Budget Update.

Adjourn

Rahfat Hussain adjourned the meeting at 6:35 p.m.

HENNEPIN COUNTY

LIBRARY

County Administrator Hough:

This letter accompanies the library's 2022 requested operating budget and seeks to highlight priorities and challenges that will shape the library's efforts to fulfill our mission in the upcoming year.

Our proposed operating budget reflects an intention to sharpen our focus and return to the basics of library service. Consecutive years of budget reductions have limited our ability to be all things to all people. With a narrower scope, the library can continue to offer residents the services they seek the most – safe spaces, robust collections, access to technology, and support for reference and referral needs.

Library Mission and Vision

Our mission is to nourish minds, transform lives and build community together. We envision a Hennepin County where library services ensure every person has the opportunity and resources to read, graduate, engage, work and learn.

2021 Service and 2022 Priorities

The library's story of service in 2021 continues to be driven by its response to COVID-19. After more than a year of limiting our residents' use of library spaces, we have progressively restored core services and are working to reinvigorate the community's interest in its public libraries.

As of June 2021, libraries have essentially reopened. Visitors are no longer asked to limit their visits to a few minutes of browsing and checkout. Furniture has returned to our meeting rooms, lounges, and study spaces. Dozens of meeting spaces can be reserved for public use. Hours of operation will continue to expand in late 2021.

As we set our sights on 2022, the library will focus on three priority areas: information resources, information access, and support for education.

Hennepin County Library 2022 Requested Budget Full-Time Equivalent Positions				
	<u>2021 Adopted</u>	<u>2022 Requested</u>	<u>Change</u>	<u>Percent</u>
Permanent	535.6	520.6	-15.0	-3%
Limited Duration	6.65	7.5	0.85	13%
Total	542.25	528.1	14.15	-3%



In Thousands

2021-2022 Comparison	Account Category	2021	2022	Change	Percent
Total Revenue	Property Taxes	61,532	60,301	(1,231)	-2%
	Other Taxes	0	0	0	0%
	Federal	0	0	0	0%
	State	1,040	1,131	64	9%
	Investment Earnings	25	70	45	180%
	Fees for Services	738	853	115	16%
	Fines and Forfeitures	177	118	(59)	-34%
	Other Revenue	1,973	2,302	354	17%
Total Revenue		65,485	64,775	(710)	-1%

Total Other Financing	Other Financing Sources (Uses)	2,425	2,500	75	3%
Total Other Financing		2,425	2,500	75	3.09%

Total Expenditures	Personnel Services	46,394	46,386	(8)	-0%
	Commodities	806	697	(109)	-14%
	Services	14,977	10,945	(4,032)	-27%
	Capital Outlay	5,091	8,252	3,161	62%
	Other Charges	642	994	352	55%
Total Expenditures		\$67,910	\$67,275	\$(635)	-1%

Priority: Information Resources

Residents seek out libraries as a trusted source for building knowledge. We service this priority by maintaining a robust physical and digital collection, offering public computers and Wi-Fi, and providing a wealth of online resources.

Priority: Information Access

As a public library, we strive to make information accessible to everyone. We service this priority by retaining talented employees, and by prioritizing FTE for in-building service. Library staff are information experts who help our residents navigate complex questions and challenges. Our staff and our spaces serve as a front door to county services, and a bridge to access resources the library does not directly offer.

Priority: Support for Education

Education is an essential component of the county's disparity reduction efforts, and the library will continue its support for lifelong learning. We will set a strong programming focus on early literacy, K-12 education support, and adult learning opportunities. Ample open hours, quiet study spaces, and comfortable meeting rooms are all vital to this effort.

Disparity Reduction Impact

Disparity reduction is at the core of the library's mission. Literacy is an essential skill in all areas of life, and the bedrock that strong communities are built upon. The library will continue to be a place where youth and adults find support to be successful readers and build skills that lead to successful futures.

During 2020/2021, the library sought to bridge the digital divide by participating in the distribution of CARES-funded laptops and internet hotspots. Our buildings were outfitted with expanded Wi-Fi antennas to broadcast internet access into our parking lots and green spaces.

Throughout the past year, the library invested in deeper community partnerships to help deliver targeted services to residents with the greatest needs. Early literacy kits, meal distribution, and pop-up events with book giveaways were high-impact, high-visibility components of our pandemic response.

We are actively engaging other county departments in support of their initiatives. For example:

- Expanding Human Services kiosks to more library buildings
- Community engagement with light rail expansion and transportation projects
- Amplifying connectivity efforts such as the Emergency Broadband Benefit
- Disseminating program information for housing and business assistance
- Support of resident job seeking and living wage employment in partnership with Workforce Development and the Office of Multicultural Services
- Connecting families referred by Human Services and Corrections colleagues to educational resources and support

We are recommending the elimination of non-event room rental fees. We believe that library spaces should be available to all residents, regardless of income. Eliminating these fees is a step toward greater equity. Non-event rental fees are not a significant source of revenue, less than \$5,000 per year.

The library is also continuing a pilot approved in 2021 to not charge for any printing costs under \$5. We want to encourage all patrons to utilize the library to print legal forms, résumés, and schoolwork as needed.

Additionally, we are asking to remove the cap of \$35 for replacement items. We will continue to ensure that any patron not able to afford this will have the fee waived when appropriate, but some nonfiction items have a high value. We want to deter theft of these types of materials or be able to recover those costs if necessary.

Climate Impact

In line with Hennepin County's "Future Ready" workplace goals, the library is actively evaluating what positions can be effective in blended or remote work settings, reducing commuter-related carbon emissions. Staff that directly serve the public and are in production roles will not be eligible for remote work.

In response to reduced operating hours in 2020/2021, desktop computers at 41 library locations were modified to expand the use of power-saving modes.

During Fall 2021, the library will introduce 1,500 mini-computer consoles, decommissioning 2,500 desktop computers that consume more energy.

Budget Reductions

The library has three major areas of expenditure – staffing, collection, and technology. To meet our 2022 budget target, the library is proposing:

- Reductions in collection spending - \$200,000
- Reduction of 15 FTE - \$800,000
- Recognition of Grant Revenue - \$200,000
- Continued 2021 reductions, **plus another \$998,000** in technology costs - totaling \$ 2,700,000.

The library can sustain a reduction in its collection costs by embracing a philosophical shift in its collection management. Our current process seeks to balance fiction and nonfiction titles. But a more responsive collection would purchase more popular titles, while increasing reliance on digital resources for up-to-date nonfiction and education materials.

Technology costs associated with public computers are a potential area of budget savings. By evaluating public computer usage on a quarterly basis, the library can track changes in patron behavior and identify locations with unused or underutilized computers.

The library will reduce its allocated FTE by 15 and manage this change through attrition. Combined with a reduction of 66 FTE in 2020, the library's total allocation will have fallen by 81 FTE since the arrival of COVID-19.

Additionally, the library is prepared to consider reducing its physical footprint. Any reduction in FTE is likely to correlate with fewer open hours, and rather than reduce overall hours of service, it may be more advantageous to reduce the number of open locations. While self-service innovations can reduce the number of interactions needed, no library can truly be staff-less. Staff would continue to have to stock shelves, prepare holds and process returns.

The library is seeking an add-back of \$500,000 for furniture purchases. This expenditure was previously deferred to meet 2021 budget targets. Now that libraries have reopened, aging furniture pieces in high-use public areas need attention. This add-back represents reasonable replacement costs and will allow the library to accommodate evolving patron needs. For example, patrons now utilize more personal devices, and modern lounge furniture integrates the necessary charging ports and power outlets.

Continuous Improvement

Despite the significant cuts sustained in its 2021 operating budget, the library continued to improve its ability to serve residents. Some of the innovations spurred by our pandemic response will pay dividends far into the future. For example, the implementation of an online eCard has expanded our ability to provide instant service. We will continue to acquire new patrons through this online innovation.

Our materials handling efficiency has also improved due to the installation of new Automated Materials Handling (AMH) units. These machines help process returns faster, enabling shorter wait times for our residents and fewer manual tasks for our staff.

Conclusion

I recognize this budget represents another year of very significant change for library operations. By focusing on our priorities, I believe we will continue to maintain a high level of resident trust and satisfaction that the library has earned through years of dedication.

Thank you for your consideration of our 2022 budget request.

Respectfully,

Chad Helton
Library Director

**2022 DEPARTMENT REQUEST
with OBF Recommendations
Summary for County Administration**

Department: Library

Date: August 13, 2021

BUDGET DOLLARS

	Budget	Property Tax
2021 Approved Budget	\$67,910,481	\$61,532,006
Board Authorized Adjustments	\$179,177	\$0
2021 Adjusted Budget	\$68,089,658	\$61,532,006
2022 Department Requested Budget	\$67,275,216	\$60,301,366
Recommended Adjustments	\$0	\$0
2022 Recommended Budget	\$67,275,216	\$60,301,366
Percent change from 2021 Adjusted Budget	-1.2%	-2.0%

STAFFING: FULL-TIME EQUIVALENT POSITIONS (FTEs)

2021 Number of Approved Positions	542.3
Board Authorized Adjustments	0.0
2021 Adjusted Number of Positions	542.3
2022 Department Request for Positions	528.1
Recommended Adjustments	0.0
2022 Recommended Budget Positions	528.1
Change from 2021 Adjusted Number of Positions	-14.2

SIGNIFICANT ISSUES

To meet the 2022 budget target the department is proposing to eliminate 15 authorized FTE. This, in addition to the 66 FTE eliminated in 2020, may lead to significant service reductions.

The Library is proposing the following fee changes:

1. Elimination of non-event room rental fees
2. Continue the 2021 pilot to not charge for non-computerized printing costs under \$5
3. Removing the cap of \$35 for replacement items

The Library is requesting to add back \$500,000 to the budget for furniture purchases. In 2021, this expenditure was significantly reduced to meet the department's budget target.

The second add-back is to restore the 15 FTE reductions mentioned above to retain services at the current level.

**2022 DEPARTMENT REQUEST
with OBF Recommendations
Summary for County Administration**

Department: Library

Summary of Board Approved 2021 Budget and Adjustments

	Budget	Property Tax	FTEs
Approved Budget: Res. No. 20-0354R1	\$67,910,481	\$61,532,006	542.3
1. 20-0173 CARES	179,177		
2.			
3.			
4.			
5.			
6.			
7.			
2021 Adjusted Budget	\$68,089,658	\$61,532,006	542.3

2022 Recommended Budget

	Budget	Property Tax	FTEs
Department Request	\$67,275,216	\$60,301,366	528.1
1.			
2.			
3.			
4.			
5.			
6.			
7.			
2022 Recommended Budget	\$67,275,216	\$60,301,366	528.1

2022 DEPARTMENT REQUEST
with OBF Recommendations
Summary for County Administration

Department: Library

EXPENDITURE BY MAJOR BUDGET GROUP

Expenditure Group	2021 Adjusted Budget	2022 Recommended Budget	Amount Change	Percent Change
Personnel Services	\$46,394,257	\$46,386,348	(\$7,909)	0.0%
Commodities	805,600	696,810	(108,790)	-13.5%
Services	14,976,998	10,945,438	(4,031,560)	-26.9%
Capital Outlay	5,091,350	8,252,394	3,161,044	62.1%
Other Charges	821,453	994,226	172,773	21.0%
Total	\$68,089,658	\$67,275,216	(\$814,442)	-1.2%

EXPLANATION OF SIGNIFICANT INCREASES OR DECREASES IN SPENDING

The change in **Personnel Services** includes merit increases, benefit adjustments and \$500,000 budgeted vacancy factor to account for projected turnover during the year. To meet the budget target the department is proposing a personnel services reduction of \$800,000 and 15 authorized FTEs.

The decrease in **Commodities** is driven primarily by the \$82,000 decrease in supplies and reflects the library's work to streamline library programming. The elimination of non-capitalized furniture spending accounts for an additional \$25,000 of the reduction.

The decrease in **Services** includes a reduction of nearly \$1 million based on lower Central IT charges. Fewer public-facing computers due to COVID social distancing requirements is the driver of this decrease. Approximately \$3 million of collection spending was reallocated to the Capital Outlay account category to centralize spending for the library collection budget.

Capital Outlay changed primarily due to the \$3 million reallocation of collection spending from the Services account category. A projected increase in grant funding from Friends of the Hennepin County Library accounts for an additional \$710,000 increase. Offsetting these increases is a collection spending reduction of approximately \$200,000. The public library reduced its collection budget by approximately \$520,000 to meet the department's budget target while the Law Library is decreasing its physical collection by \$200,000 in favor of more online resources.

The changes in **Other Charges** include a \$100,000 increase in online subscription spending for the Law Library, the elimination of budgeted CARES spending (\$179,177) and a \$200,000 increase in spending for various library programs funded by Friends of the Hennepin County Library.

**2022 DEPARTMENT REQUEST
with OBF Recommendations
Summary for County Administration**

Department: Library

EXPENDITURES AND STAFFING BY PROGRAM

Low Level Program	2021	2022	Amount Change	Percent Change	FTEs	
	Adjusted Budget	Recommended Budget			2021	2022
Administration	\$749,657	\$958,458	\$208,801	27.9%	6.0	7.0
Strategic Services	480,988	496,811	15,823	3.3%	4.0	4.0
Operations	3,599,198	3,766,727	167,529	4.7%	23.6	23.6
System Services	1,816,399	1,718,957	(97,442)	-5.4%	16.5	14.9
Resource Services	21,603,135	20,410,770	(1,192,365)	-5.5%	45.5	46.9
Library Services	36,817,238	35,942,346	(874,892)	-2.4%	441.9	441.9
Friends of HCL	1,291,000	2,200,000	909,000	70.4%		
HCL Grant	330,000	481,000	151,000	45.8%		
Library Trust Fund	70,000	70,000	0	0.0%		
Library FTE Reduction (job class undetermined)						(15.0)
Sub-Total Public Library	66,757,615	66,045,069	(712,546)	-1.1%	537.5	523.3
Law Library	1,332,043	1,230,147	(101,896)	-7.6%	4.8	4.8
TOTAL	\$68,089,658	\$67,275,216	(\$814,442)	-1.2%	542.3	528.1

EXPLANATION OF CHANGES

The budgeted increase in **Administration** reflects the addition of salary and benefits for an additional Library Deputy Director.

The \$167,529 change in **Operations** includes a budgeted increase due to operational costs to re-open the libraries and restore expenses based on historical trends.

Resource Services decrease is driven primarily by the \$1 million budgeted reduction in Central IT charges based on fewer public-facing computers due to COVID-19 social distancing requirements.

The **Library Services** budget includes the \$800,000 reduction in personnel services. In 2022, the department is proposing to decrease its staffing complement by 15 authorized full-time equivalents to meet the required property tax reduction.

The budgeted increase in **Friends of the Hennepin County Library (HCL)** brings spending in line with the actual amount of grant revenue received.

HCL Grant increase reflects a projected increase in Metropolitan Library Service Agency (MELSA) funds.

**2022 DEPARTMENT REQUEST
with OBF Recommendations
Summary for County Administration**

Department: Library

STAFFING BY PROGRAM

	<u>2021 Adjusted Budget</u>			<u>2022 Recommended Budget</u>			<u>Change</u>			Total Percent Change
	Limited			Limited			Limited			
	Permanent	Duration	Total	Permanent	Duration	Total	Permanent	Duration	Total	
Administration	6.0		6.0	7.0	-	7.0	1.0	-	1.0	16.7%
Strategic Services	4.0		4.0	4.0	-	4.0		-		0.0%
Operations	23.6		23.6	23.6	-	23.6		-		0.0%
System Services	15.9	0.6	16.5	14.9	-	14.9		(0.6)		-9.7%
Resource Services	44.9	0.6	45.5	46.9	-	46.9		(0.6)		3.2%
Library Services	436.4	5.5	441.9	434.4	7.5	441.9	(2.0)	2.0	-	0.0%
Friends of HCL	-		-	-	-	-	-	-	-	
HCL Grant	-		-	-	-	-	-	-	-	
Library Trust Fund	-		-	-	-	-	-	-	-	
Library FTE Reduction (job class undetermined)	-		-	(15.0)	-	(15.0)	(15.0)	-	(15.0)	
Law Library	4.8		4.8	4.8	-	4.8		-		0.0%
			-			-		-		
TOTAL	535.6	6.7	542.3	520.6	7.5	528.1	(15.0)	0.9	(14.2)	-2.6%

EXPLANATION OF CHANGES

In addition to the 66 FTE reduction in 2020, the department is proposing to eliminate 15 authorized FTEs to meet the 2022 budget target. This reduction will significantly affect library service to patrons.

2022 DEPARTMENT REQUEST
with OBF Recommendations
Summary for County Administration

Department: Library

SUMMARY OF REVENUES

Revenue Source or Type	2021 Adjusted Budget	2022 Recommended Budget	Amount Change	Percent Change
Property Taxes	\$61,532,006	\$60,301,366	(\$1,230,640)	-2.0%
Federal	179,177	0	(179,177.00)	-100.0%
State	1,040,000	1,104,150	64,150.00	6.2%
Investment Earnings	25,000	70,000	45,000.00	180.0%
Fees and Services	738,250	853,500	115,250.00	15.6%
Fines and Forfeitures	177,200	117,700	(59,500.00)	-33.6%
All Other Revenues	1,973,025	2,328,500	355,475.00	18.0%
Ballpark Sales Tax Transfer	2,425,000	2,500,000	75,000.00	3.1%
TOTAL	\$68,089,658	\$67,275,216	(\$814,442)	-1.2%

EXPLANATION OF SIGNIFICANT CHANGES IN REVENUES

The change in **Federal** revenue reflects the sunset of CARES COVID-19 reimbursements.

Fees and Services revenue was adjusted closer to actual receipts at the Law Library. With COVID-19 uncertainty, the 2021 budget for both subscriptions and District Court fees were budgeted lower.

Investment Earnings were increased to pre-COVID levels.

All Other Revenues change includes increased MELSA grant funding.

FINANCIAL SUMMARY

Department: Library

	2020 Actual	2020 Budget	2021 Approved Budget	2021 Adjusted Budget*	2022 Recommended Budget	Increase/ Decrease from adjusted	Percent Change
Revenues:							
Other Taxes	\$34,310	\$0	\$0	\$0	\$0	\$0	0.0%
Federal	2,231,538	2,231,538	0	179,177	0	(179,177)	-100.0%
State	5,172,272	1,255,000	1,040,000	1,040,000	1,131,000	91,000	8.8%
Investment Earnings	61,587	70,000	25,000	25,000	70,000	45,000	180.0%
Fees and Services	676,626	918,500	738,250	738,250	853,500	115,250	15.6%
Fines and Forfeitures	149,603	600,350	177,200	177,200	117,700	(59,500)	-33.6%
All Other Revenues	(3,244,051)	8,459,000	4,398,025	4,398,025	4,801,650	403,625	9.2%
Total Revenues	\$5,081,885	\$13,534,388	\$6,378,475	\$6,557,652	\$6,973,850	\$416,198	6.3%
Expenditures:							
Personnel Services	\$44,117,708	\$48,502,209	\$46,394,257	\$46,394,257	\$46,386,348	(\$7,909)	0.0%
Commodities	1,002,236	1,656,200	805,600	805,600	696,810	(108,790)	-13.5%
Services	27,593,556	31,633,872	14,976,998	14,976,998	10,945,438	(4,031,560)	-26.9%
Capital Outlay	4,217,554	5,701,748	5,091,350	5,091,350	8,252,394	3,161,044	62.1%
Other Charges	640,080	3,257,189	642,276	821,453	994,226	172,773	21.0%
Total Expenditures	\$77,571,134	\$90,751,218	\$67,910,481	\$68,089,658	\$67,275,216	(\$814,442)	-1.2%
Property Tax Requirement	\$72,489,249	\$77,216,830	\$61,532,006	\$61,532,006	\$60,301,366	(\$1,230,640)	-2.0%
Note: 2020 Actual FTEs represent the annual average. Source: Countywide FTE Report							
FTEs	512.0	535.6	535.6	535.6	520.6	(15.0)	-2.8%
LTDs	24.3	24.3	6.7	6.7	7.5	0.8	11.9%

* Includes the following Board authorized adjustments:

Res. 20-0173 CARES COVID -19	\$179,177
	0
Total Adjustments	\$179,177

2022 DEPARTMENT REQUEST
American Rescue Plan (ARP/LFRF) Funds
Summary for County Administration

Department: Library

	Requested Adjustements		
	Revenue	Expense	FTEs
1. The Library has no request for ARP funds in 2022.			
2.			
3.			
4.			
5.			
Total	\$ -	\$ -	-

DEPARTMENT NAME (DeptID)
BUSINESS LINE

Library

2022 BUDGET
FUND

PROPOSED NEW/REVISED FEE SCHEDULES FOR 2022 WITH SUPPORTING DETAIL

Fee Name	2021 Current Fee	2022 Proposed Fee	Total Fee Revenue Budgeted for 2022	2022 Revenue Increase Due to Revised Fee	Est. % of Activity Costs Recovered from 2022 Fee
Room Rental	Varies	\$0.00	\$0.00	(\$5,000)	0.00%

Currently, the library charges a nominal fee for room rental. In order to be more equitable, the library is removing this fee in order to make rooms available to any patron, regardless of ability to pay. The total revenue received is less than \$5,000. This fee is in regards to utilizing fees for non-events.

Continued pilot of black and white print-out materials	\$0.10	\$0.00	\$0.00	\$0.00	0.00%
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The library is proposing to continue the pilot of not charging for computer print-outs of black and white materials. We believe this practice is consistent with the County's practice of equality.

Library Material Replacement Fee	\$35.00	Actual	\$118,000.00	\$5,000	80.00%
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Currently, the library caps the replacement fee for lost or stolen materials at \$35. Actual replacement cost can be much higher. In order to recover the actual cost, we are recommending the library be allowed to charge patrons the actual replacement cost.

Guidelines for PROPOSED FEE CHANGES FOR 2022 WITH SUPPORTING DETAIL

This information will be provided to the board prior to the formal public hearing (required by state statute) on the proposed 2022 fees, and will be the basis for deliberation on proposed fee changes. The fee public hearing date has not yet been scheduled. If approved at the hearing, fee changes will be incorporated into the 2022 budget resolution.

PRIORITIZED ADD-BACK LIST

2022 Property Tax Target	\$ 60,301,000
2022 Requested Property Tax Add-Back(s)	1,300,000
2022 Requested Property Tax with Add-Back(s)	61,601,000

Add-Back(s) (rank 1, 2, 3 . .)	Budget Increase	Property Tax Increase	% of 2022 Property Tax Target	FTE
1. Furniture	500,000	500,000	0.8%	0.0
Significance/Impact of Increase				
<p>The library adjusted its furniture budget in 2021 to help meet its target. This reduction was acceptable in 2020/2021 due to libraries not being open to the public. Now that libraries are re-opening, we need this budget to be restored so that as furniture wears out, it can be replaced. This object code covers normal wear and tear of furniture for 41 libraries.</p>				
FTEs 15	800,000	800,000	1.3%	15
<p>The library will reduce its allocated FTE by 15 and manage this change through attrition. Combined with a reduction of 66 FTE in 2020, the library's total allocation will have fallen by 81 FTE since the arrival of COVID-19.</p> <p>Additionally, the library is prepared to consider reducing its physical footprint. Any reduction in FTE is likely to correlate with fewer open hours, and rather than reduce overall hours of service, it may be more advantageous to reduce the number of open locations. While self-service innovations can reduce the number of interactions needed, no library can truly be staff-less. Staff would continue to have to stock shelves, prepare holds and process returns.</p>				
Total Increase	1,300,000	1,300,000	2.2%	15

Guidelines for PRIORITIZED ADD-BACK LIST

This form will facilitate the development of potential budget increases throughout the budget process. Please identify your request for funding increases in priority order: Items/programs ranked "1" will be the first to receive consideration for funding. Include a brief accompanying narrative that addresses the need for the increase.

When considering budget increases to include on the "Prioritized Add-Back List," departments need to consider the results being accomplished through its various programs. Departments should continue to address the questions presented from the Balanced Scorecard as the basis for evaluating service delivery and assessing the effectiveness of programs.

DEPARTMENT NAME (DeptID)

2022 BUDGET

BUSINESS LINE

FUND

PRIORITIZED FUNDING REDUCTION SCHEDULE

2022 Property Tax Target

\$ 60,301,000

Reduction(s) (rank 1, 2, 3 . .)	Budget Reduction	Property Tax Reduction	% of PT Reduction Target	FTE
1. Collection	200,000	200,000	0.3%	0.0
Significance/Impact of Reduction				
The library can sustain a reduction in its collection costs by embracing a philosophical shift in its collection management. Our current process seeks to balance fiction and nonfiction titles. But a more responsive collection would purchase more popular titles, while increasing reliance on digital resources for up-to-date nonfiction and education materials.				
2. FTEs 15	800,000	800,000	1.3%	15
Significance/Impact of Reduction				
Combined with a reduction of 66 FTE in 2020, the library's total allocation will have fallen by 81 FTE since the arrival of COVID-19.				
Additionally, the library is prepared to consider reducing its physical footprint. Any reduction in FTE is likely to correlate with fewer open hours, and rather than reduce overall hours of service, it may be more advantageous to reduce the number of open locations. While self-service innovations can reduce the number of interactions needed, no library can truly be staff-less. Staff would continue to have to stock shelves, prepare holds and process returns.				
3. Recognition of Revenue	200,000	200,000	0.3%	
There is no risk of this recognition of revenue. This source is consistent from Friends of the Library.				
Total Reductions	1,200,000	1,200,000	2.0%	15.0

Guidelines for PRIORITIZED FUNDING REDUCTION SCHEDULE

This form will facilitate the development of potential budget reductions to meet countywide property tax targets for 2022 for board consideration when certifying the maximum proposed levy (on September 21, 2021). Please identify your department's prioritized reductions that achieves your 2022 property tax target issued by the County Administrator. Be sure to rank the reductions: items/programs ranked "1" will be the first recommended for elimination. Include a brief accompanying narrative that addresses the impact of the reductions.

This is a required form.

When considering budget reductions to include on the "Prioritized Funding Reduction Schedule," departments need to consider the results being accomplished through its various programs. Departments should continue to address the questions presented from the Balanced Scorecard as the basis for evaluating service delivery and assessing the effectiveness of programs.

Capital Budget and Capital Improvement Program

Department Requested Prioritized Summary of Capital Project Requests

Department: Library

Run Date: Jun 10, 2021

Priority	Project	Budget to Date	2022	2023	2024	2025	2026	Beyond	Total Project Cost
1	1008265 Library Strategic Planning	300,000							300,000
2	1006394 Library Facility Preservation 2021-2025	3,000,000	5,900,000	5,000,000	5,000,000	5,000,000			23,900,000
3	1006403 Library Equipment Replacement 2021-2025			450,000					450,000
4	1004469 East Lake Library Refurbishment	90,000			190,000	440,000	3,000,000	2,010,000	5,730,000
5	1006381 Rockford Road Library Asset Protection		1,340,000	3,990,000					5,330,000
6	1004468 Westonka Library Replacement	200,000			1,520,000	9,980,000			11,700,000
7	1004476 Sumner Library Refurbishment	90,000	600,000	2,825,000	2,805,000				6,320,000
8	1004464 Linden Hills Library Refurbishment		150,000	550,000	2,505,000				3,205,000
9	1006387 Augsburg Park Library Asset Protection			545,000	1,630,000				2,175,000
10	1001788 Brookdale Library Refurbishment	115,000				520,000	810,000	14,165,000	15,610,000
11	1004444 Central Library Program/Asset Master Plan			500,000					500,000
12	1005259 New Southdale Library	10,600,000							10,600,000
Total		14,395,000	7,990,000	13,860,000	13,650,000	15,940,000	3,810,000	16,175,000	85,820,000