

APPENDIX I: CITY AGENCIES WITH REGIONAL FACILITIES

- Madison Police Department
- Madison Fire Department
- Madison Metro Transit
- Madison Water Utility
- Madison Public Library

Police Department Facilities and Cooperative Efforts

Introduction

The Madison Police Department is a full-service decentralized police department with five district stations. The Department decentralized in the 1990's to carry out the mission of being a community-oriented police agency. This requires working in partnership with citizens at the neighborhood level as well as working on community problems that may vary from district to district. The Facilities currently occupied by the Madison Police Department break down into two areas: Field Operations and Support Operations.

Field Operations

Field Operations consists of the five patrol districts (West, South, Central, East, and North) and their respective Detective Units, Community Policing Teams, Educational Resource Officers and Neighborhood Officers. Additionally, Field Operations includes the Dane County Narcotics & Gang Task Force, Safety Education, Crime Prevention & Gang Unit, Criminal Intelligence Section, Forensics Unit, Criminal Investigative Unit, Traffic Enforcement Safety Team, Officers in Charge, and Traffic Crash Investigation Officers.

Support Operations

Support services are provided by commissioned and non-commissioned personnel committed to planning, financial management, grants management, recordkeeping, information access, property processing and storage, transcription of reports, services to municipal courts, maintenance of technology services, continuing education and skill development. These services are primarily located on the ground floor of the City County Building. The Madison Police Department also has a Training Facility located at 5702 Femrite Drive.

Madison Police Department Current District Facilities

Administrative Offices/Central District Station

The Administrative Offices for the Madison Police Department are located in the City County Building, 211 South Carroll Street. The Executive Section, Finance, Investigative Support, Records, Information Management and Traffic/Specialized Services Sections are located in this building.

The Central District Station is also housed in the City County Building. The Central District encompasses the central area of the city and is bounded to the west and south by U.W. Hospitals, Campus Dr., Old University Ave., Breese Terrace, and Regent Street. The east boundaries are Fordem Ave., First St., East Washington Ave., Winnebago St., and Atwood Ave.

East District Station

The East District coverage area extends from Lien Road (south of East Towne Mall) on the north to the McFarland Village limits on the south. The west boundary is Lake Monona including the Division Street and Olbrich Park area, all the way east to the City limits east of Sprecher Road.

North District Station

There are 25 neighborhood associations and 3 business associations represented in the North District. The North District is bounded by Lake Mendota and Maple Bluff to the west, East Washington Avenue and Highway 30 to the south, and I-90/94 to the east. It also includes the area east of I-90/94 and north of Highway 151 to the Sun Prairie border.

South District Station

The South Police District encompasses the areas of the City of Madison which are south of the shoreline of Lake Mendota, and the areas south of Regent Street and Speedway. The South District is bounded to the east by Monona Avenue, and on the west by Seminole Highway.

West District Station

The area covered by the West District includes at least 60 parks, including Garner, Owen, Hoyt, Marshall and Elver. Also located in the West District are 10 public elementary schools, 6 public middle schools, and Memorial High School. West Towne, Prairie Town Center, Westgate, Hilldale, and numerous smaller retail centers reside within its boundaries. The West Police District has grown to over 25.2 square miles, or over 1/3 of the total size of the City. The population in the district has increased to 77,000, which makes the district equivalent to the sixth largest city in the State of Wisconsin.

City of Madison Garage

200 North First Street
Madison, WI 53703

City of Madison Property & Evidence Storage

29 Marsh Court
Madison, WI 53718

Madison Police Department Training Facility

5702 Femrite Drive
Madison, WI 53718

Current Collaborative Efforts

- Agreement between the City of Madison, County of Dane (Dane County Sheriff) and the University of Wisconsin Board of Regents regarding the operation of the Dane County Narcotics and Gang Task Force. (RAA)
- Contract between the United States Department of Justice and the City of Madison to equip and train Madison Police, Fire and Health Departments to prepare and plan for responding to the use of weapons and mass destruction. (RAA)
- Intergovernmental Agreement among the City of Madison, Wisconsin and sixteen (16) Dane County Municipalities for a Consolidated Police Records Management System. (RMS)
- Law Enforcement Mutual Aid Agreement that was recently drafted and shared with the Dane County Chiefs Association (formal).
- Dane County Chiefs Association where coordinated police efforts in Dane County are discussed on a monthly basis (formal).

- Dane County Narcotics & Gang Task Force, a multi-agency gang and drug task force. Agreement by City of Madison Common Council Resolution (formal).
- 911 Communications Center multi-agency police and fire dispatch governed by the Center Board (formal).
- Dane County Emergency Management (formal).
- Ongoing collaborative efforts with MPD police officers and bordering jurisdictions; for example, Fitchburg (Allied) and Town of Madison (Magnolia/Cypress).
- There are collaborative efforts that provide service that also control cost directly or indirectly. (EROs in the schools have really helped to reduce the service demands of beat officers).
- The “Off Duty Officer Program” provides police services with shared cost on the part of the person/group requesting the service. Many people may be aware that this is how UW football games are staffed.
- Computer forensics shared resources partnership with Dane County Sheriff’s Office.

Assessing Placement of Stations

- The department utilizes calls for service data to determine the most balanced workload and placement of district stations. Geographic area, roadway miles, and types of calls for service are also considered.
 - Other factors:
 - Concentration of poverty.
 - Mobility of residents.
 - Unemployment rates.
 - Increased rental properties.
 - Aging in rental properties.
 - Changeover of landlords.
 - Concentration of people with criminal histories.
 - Physical workspace needs.
- Note – Given some of the above factors regarding placement of station locations, the department is considering a sixth district on the west side. This district station would basically split the current West District in half and the new district would be named Midtown. The department also needs to explore a facility to meet the increasing demand for property and evidence storage.

Multi-Use Facilities

The department currently shares space with the Dane County Sheriff in the City County Building for Computer Forensics as well as leasing building space for Dane County Narcotics and Gang Task Force. Consideration should be given to a new multi-use district station with the Madison Fire Department on the North/East side of Madison given current trends in future City growth patterns.

Fire Department Facilities and Cooperative Efforts

Introduction

The City of Madison has had a long commitment to the community to provide state of the art progressive fire and emergency medical services. That commitment continues as the Fire Department looks to explore a plan for long-range facilities to best deliver services in the community. The primary focus for the Department for the near and long-term is community involvement. The cornerstone of community involvement is to have the fire station be the center of the neighborhood. It is critical for community involvement to locate facilities in locations so that they automatically become part of the neighborhood. The fire station located at 1217 Williamson Street in Madison is a prime example of the facility, department employees, and the community coming together for excellent neighborhood involvement. The goal for the Department is to recreate that neighborhood concept for future facility planning. Over the past 20 years, the fire stations have been placed in sterile environments, such as commercial areas and non pedestrian access areas. These locations limit the community accessibility.

The delivery of emergency services such as fire and emergency medical care requires an organization capable of adapting to the changing community and pro-actively preparing the organization for short-term and long-term development. Modern fire service organizations serve the community in many ways beyond fighting fires. Fire departments have become community service organizations, providing a wide range of services centered on public safety. This focus has created a strong emphasis on preventing emergencies before they occur. The City of Madison Fire Department has developed into a solid organization, which is very capable of delivering effective fire and emergency medical services. These services are partnered with a strong commitment to community education, fire prevention, and customer service.

Assessing Station Location

Key indicators the Department looks for when planning fire station locations are as follows:

- Fire station territories should be planned for a five-minute response time 90% of the time anywhere within the territory from the time of dispatch. (*National Fire Protection Association, NFPA 1710*)
- A fire doubles in size every 30 seconds. As an uncontrolled fire develops, the heat output and smoke development increases to the point where it is impossible for occupants in the room of origin to survive. Property losses - direct and indirect- rise as an uncontrolled fire burns. When fires are confined to the room of origin, deaths are limited to a rate of 2.32 per 1,000 structure fires. However, when the fire extends beyond the room of origin, fire deaths reach a rate of 19.68 per 1,000 structure fires.
- Nationally recognized research supports the need to minimize response times to emergency medical calls. Further, the American Heart Association states, "For cardiac arrest, the highest hospital discharge rate has been achieved in patients in whom CPR was initiated within five minutes of arrest and Advanced Cardiac Life Support (ACLS) within eight minutes".
- Research that is more recent also notes the environmental impact of fire, establishing the types, quality, and duration of air and water pollutants released from a structure fire, the water usage from fire sprinklers and hoses, and the impact resulting from burning household furnishings and finish material.

Trigger Points

- Once an area of the city experiences **one to two fire/EMS responses per day**, the design and budgeting for staffing should occur. The maximum capacity for each recruit class is 20 – to cover retirements and any additional staffing. This requires at least one year of advance notice to hire adequate personnel and equip any new facilities.
- Once the area experiences **2.5 fire/EMS responses per day**, station construction should occur. Construction at this stage will guarantee that as the area equals or exceeds *three fire/EMS responses per day*, a staffed Fire Station will be in place.
- Once an area experiences **five or more medical calls per day**, an ambulance should be added to the territory/station.
- Once an area sees **10% “stacked calls”** (simultaneous calls), occurring **AND** the territory experiences a **greater than 8 minute average response time** to “stacked calls,” an additional company should be added to the area, or an additional station should be added to improve depth of coverage for a larger geographic area.
- In the event a territory has development that increases the elderly population or special needs population (elderly care facilities, schools/daycares, group homes, etc.) that exceeds 20% of the population, an ambulance should be added to the territory before it experiences five or more medical calls per day.
- Territory development, including types of structures, density, and use factors are reviewed to determine Ladder or Engine placement. Territories with good representation of buildings that are high-rise, midsize, and commercial may require Ladder placement.

Multi-Use Facility

The idea to incorporate the fire station facilities into the community would increase visibility within the neighborhoods. Other options to help increase visibility would be to incorporate other city agencies within the fire department facility. The Fire Department would like to explore cooperative efforts with Library systems, Police Department, Department of Health, Department of Commerce, and other high visibility city agencies. It is the vision of the fire department to have a family to come to a library, play at the adjacent park, and visit the fire and police station. This philosophy keeps the neighborhood attached to the city service in which the people of the community have invested.

Current Collaborative Efforts

The City of Madison Fire Department has explored and discussed numerous areas of collaboration with the surrounding communities. The fire department is currently in discussion with the City of Fitchburg. Those discussions include concepts of multi-jurisdictional responses, creative staffing options, facility sharing, and other shared resources.

The fire department has current discussions with the Village of Shorewood Hills. Those discussions have included the City of Madison providing fire and EMS response but would not include any facilities. The City of Madison could currently meet the 5 minute response time in about 75% of the village. The remaining response times would not exceed 8 minutes.

The fire department has just started exploring the possibility of a shared facility with the City of Monona. The location would be somewhere at the corner of Monona Drive and the old Beltline. A shared facility at that location would provide an excellent opportunity for reduction in facility cost for both communities, and increases in service to the southeast as well as Monona.

Future Collaborative Efforts

The service delivery for Fire/EMS for the Town of Madison is on the horizon. There should be no need for facilities due to the close proximity of Fire Station 6 on Badger Road.

The city should look to develop service delivery relationships with the City of Sun Prairie, Verona, and other municipalities on the City's boundaries. With future growth plans for the City of Madison east, municipalities such as McFarland, and Cottage Grove could be explored for future consolidation of fire/EMS services.

The department would also look to explore non-fire related relationships. The lake rescue team could potentially share lake facilities with the Sherriff's Lake Patrol. Examining space in the County's boat houses, for the fire department to house the lake rescue boats. This collaboration would be unique on many levels, and would most definitely increase response to Lake Rescue emergencies.

Future Station Locations

The City of Madison has scheduled a study for later in 2012 that will be conducted by the International Association of Fire Fighters. This study will explore the best location for future fire stations, and consolidation recommendations for the greater Dane County area, including municipalities that surround the City of Madison.

Metro Transit Facilities and Cooperative Efforts

Current Facilities Status and Current Relationships with Adjacent Jurisdictions

Metro Transit's bus garage at 1101 East Washington Avenue is 33 years old, on an 11 acre footprint, and designed to store and maintain only 160 buses. It currently houses 209 buses and 20 paratransit vehicles.

In 2005, a facilities study was done with the assistance of a consultant, RNL, and several subcontractors that developed a long-range plan to upgrade the 1101 E. Washington facility to a 285 bus garage by building up (i.e., employee parking lot would be multi-level) in order to expand the available footprint for storage and maintenance. An alternative scenario involving a 150 bus satellite facility on 12 acres of land in addition to the 1101 E. Washington facility was also evaluated. Metro currently has about \$70 million listed in the City of Madison long-range Capital Improvement Plan, but no federal or local dollars have been committed.

The current garage is working for existing service levels. However, the demand for service expansion is growing. Ridership over the past 15 years has grown 44%, and ridership grew from 13.6 million rides in 2010 to 14.9 million rides in 2011.

The current garage, for safety and other practical purposes, cannot hold any additional buses. Requests continue to increase for expanded service within the City of Madison and from neighboring municipalities and academic institutions. This growth will require identification of a facility that could hold 10 to 30 buses over the next several years to allow for service expansion while a new facility or satellite facility is designed and built.

Current Metro Transit Facilities:

- 1101 East Washington Avenue.
- 1245 East Washington Avenue – lease expires October 2016.
- North Transfer Point Park and Ride, 1213 Huxley Street.
- Dutch Mill Park and Ride, 3507 Dutch Mill Road.
- North Transfer Point, 1213 Huxley Street.
- East Transfer Point, 102 W. Corporate Drive.
- South Transfer Point, 2430 S. Park Street.
- West Transfer Point, 5700 Tokay Boulevard.
- Middleton Transfer Point, 7900 UW Health Court (west of Deming Way).

Regional Cooperation Opportunities and Strategies to Create Regional Agreements with Adjacent Jurisdictions

Up until approximately a year ago, Metro was working very closely with the Dane County Regional Transit Authority (RTA) coordinating not only existing service for Metro Transit, Monona Transit, Stoughton shared ride taxi, and Sun Prairie shared ride taxi but also working on possible new service to 27 surrounding communities such as Waunakee, Cottage Grove, McFarland, and Maple Bluff . The number of municipalities that will be served by any future RTA will increase when the new MPO planning area is finalized.

Although the RTA was eliminated by the legislature, several regions across the state are seeing a bipartisan effort to recreate RTAs in their areas. It is anticipated that an RTA will be recreated in the Dane County area in the future.

A list of cooperative agreements Metro Transit has with other municipalities and organizations follows.

Transportation Coordination Funding Agreements

- Dane County – MPO/Marketing
- Dane County – MA Waiver
- Dane County – RSVP Service
- Dane County – Group Access Service
- Dane County – Specialized Transportation for Elderly Persons and Persons with Disabilities
- City of Stoughton (funding of accessible van)

Transit Service Agreements

- City of Middleton
- City of Fitchburg
- Town of Madison
- City of Verona (in conjunction with Epic Systems)
- Village of Shorewood Hills (Paratransit Service only)
- UW/Route 80s
- Madison Metropolitan School District
- Madison College
- American Center

Pass Programs

- UW Employees
- UW ASM Students
- Madison College
- Edgewood College
- St. Mary's Hospital
- Meriter Hospital
- Dane County
- VA Hospital
- There are currently 88 active Commute Card agreements with for profit, non-profit, educational and other organizations including:
 - Bicycle Federation of Wisconsin
 - Citizens Utility Board of Wisconsin
 - Community Shares of Wisconsin
 - Downtown Madison, Inc.
 - Epic Systems
 - ITT Technical Institute
 - Overture Foundation
 - State Environmental Leadership Program
 - Sustainable Atwood
 - Wisconsin Partnership for Housing Development

Agency Fare Agreements – Cooperative Funding of Paratransit Service

- Care Wisconsin First, Inc.
- Community Living Alliance
- Monona Grove School District
- South Madison Coalition of the Elderly

Outlet Agreements

There are currently 45 outlet agreements to sell fare media around the city including:

- American Family
- Anchor Bank
- ARC Community Services
- Dane County Credit Union
- Home Savings Banks
- HyVee
- Madison Concourse Hotel
- Madison Media Institute
- Mallatt's pharmacies
- Metcalfe's Foods
- University Bookstore
- Willy Street Co-op
- WPS

Metro also sells low income passes at the Dane County Job Center in addition to at Metro Transit offices and the City Treasurer's office.

Dutch Mill Park & Ride

- Wisconsin Department of Transportation – use of park and ride facility
- Van Galder Bus Company – contribution towards maintenance costs
- Badger Bus Company – contribution towards maintenance costs

Miscellaneous

- Madison Gas & Electric – Interruptible Power Supply
- UW – Bus Shelters
- UW – Hybrid Buses
- MillerCoors Free Rides Program
- Funding for Madison Police Officers at South and West Transfer Points

Recommendations for Consolidation or Co-Location of Services

It is Metro Transit's recommendation for the immediate future that a space be leased to allow for necessary expansion in the next 3 to 5 years. This satellite facility could be co-located with another city facility. In addition, federal funding could help support shared office/administration space (hallways, locker rooms, rest rooms, conference and training space, employee parking, lunch room, etc.).

Recommendations to make Services more Community-Based

When Metro Transit is compared to peer transit agencies across the United States, it is the only transit operator that is not part of a regional funding structure for transit.

An RTA is the most responsive way to make services more regional and community based. The City of Madison, surrounding communities and Metro Transit should continue to vigorously support the establishment of a Regional Transit Authority in this area.

Water Utility Facilities and Cooperative Activities

Current Regional Activities

The Water Utility provides water on a wholesale basis to Maple Bluff, Shorewood Hills, Waunona Sanitary District #2 (unincorporated area south of US 30, town of Blooming Grove) and a small area on the north edge of Fitchburg off of Rimrock Rd. The Utility also has a large number of retail customers in the Town of Madison, as well as a smaller number of retail customers in the Cities of Monona and Fitchburg, the Villages of Maple Bluff and Shorewood Hills, and Towns of Burke and Blooming Grove.

The Water Utility also provides physical interconnections with Fitchburg and Monona to supply those communities with water in the event of an emergency. These are covered by separate inter-municipal agreements.

In the initial phase of ProjectH2O (i.e., the smart metering upgrade (Advanced Metering Infrastructure – AMI)), the Utility invited all neighboring water utilities to participate in the project, from joint procurement all the way up to providing to meter reading and billing services. Only Fitchburg chose to participate in the technology vendor evaluation part of the project, and in the end they decided on a different vendor.

Potential for Regionalization

There are 29 water utilities in Dane County. From a strictly technical, economic and efficiency standpoint, it would make sense to regionalize the area's water utilities. However, Madison has had a longstanding policy tying water and sewer service to annexation. Since annexation is not an issue with neighboring incorporated municipalities, serious consideration should be made to acquiring three of these water systems to the mutual benefit of all parties. The Villages of Maple Bluff and Shorewood Hills already receive 100% of their water from Madison on a wholesale basis. Their customers pay a much higher price for water due to the lack of economies of scale. See the attached table for a Dane County water bill comparison. This table does not include the cost of public fire protection, which makes the cost difference even greater. The City of Monona water customers also pay much more for water and would benefit from becoming Madison Water Utility customers. Because all three of these jurisdictions are essentially "built-out" and surrounded by Madison, control of development through extension water service is not an issue. Therefore there should be no loss of autonomy and sovereignty for Monona, Maple Bluff, or Shorewood Hills. The benefits to Madison are obvious – the spreading out of our fixed costs over a larger customer base keeps a downward pressure on water rates.

Finally, the small community of Applewood Hill (40 homes) in the Town of Middleton off of County M is surrounded by Madison and would be easily served by the Utility given the recent extension of water main associated with the Pleasant View Road project. If annexation were not required, the advantages to that community would be clear – better fire protection and water quality at a much lower cost.

Utility Name	Minimum Bill (no water usage)	Average Bill (16,500 gallons per quarter)	Date Rate Effective
BLUE MOUNDS VILL OF MUNICIPAL WT UT	\$27.06	\$115.72	7/1/2010
APPLEWOOD HILL WATER UTILITY	37.50	107.13	3/31/2011
CAMBRIDGE MUNICIPAL WATER UTILITY	32.40	105.83	4/1/2010
SHOREWOOD HILLS VILL OF WATER UTY	21.14	99.90	9/30/2011
WESTPORT WATER UTILITY DISTRICT	32.10	96.30	3/16/1998
MAPLE BLUFF VILLAGE OF MUN WTR UTY	17.16	88.88	8/1/2011
MONONA WATER UTILITY	21.00	79.20	11/1/2011
DEERFIELD WATER UTILITY	27.00	75.51	8/1/2000
MAZOMANIE WATER UTILITY	30.15	73.88	1/14/2003
BLACK EARTH VILL OF WATER UTILITY	25.50	71.70	7/16/2007
MARSHALL WATER AND SEWER UTILITY	21.00	70.50	4/11/2012
MORRISONVILLE SANITARY DISTRICT NO 1	24.00	63.93	3/31/2010
COTTAGE GROVE WATER & SEWER UTIL	20.10	63.66	4/1/2011
MOUNT HOREB WATER AND SEWER UTILITY	20.10	61.85	8/3/2011
MADISON WATER UTILITY	13.50	59.70	5/9/2011
BELLEVILLE MUN WATER & SEWER UTY	21.00	58.95	9/29/2010
OREGON MUN WATER AND SEWER UTILITY	17.01	57.27	12/28/2011
VERONA WATER UTILITY	15.25	54.85	7/1/2011
STOUGHTON WATER UTILITY	20.25	53.58	9/1/2010
MCFARLAND WATER & SEWER UTILITY	20.87	52.71	10/10/2010
CROSS PLAINS WATER UTIL	18.00	49.19	6/30/2011
SUN PRAIRIE UTILITIES	14.70	48.58	6/4/2010
WAUNAKEE WATER AND LIGHT COMMISSION	17.85	47.55	1/1/2009
WAUNONA SANITARY DISTRICT NUMBER TWO	12.00	46.98	3/1/2010
WINDSOR SANITARY DISTRICT NUMBER ONE	22.50	44.28	9/30/2010
MIDDLETON MUNICIPAL WATER UTILITY	12.25	41.79	3/31/2011
DEFOREST MUNICIPAL WATER UTILITY	12.36	41.24	1/15/2012
FITCHBURG WATER UTILITY	12.36	40.51	10/1/2010
DANE WATER & SEWER UTY	14.52	40.26	2/1/2010

Madison Public Library

Overview

Future branch libraries will be sited to provide a positive contribution to the immediate and surrounding neighborhoods, be compatible with existing land uses, and become a destination for the larger regional areas. The location will be appealing and convenient to a majority of the people in the targeted service area, and with the environment surrounding the future library. The new site location will be consistent with neighborhood and City plans for the area. Co-location and joint use opportunities with other public, non-profit, and/or private enterprises or developments will be considered, as will donations of land for a new branch library, providing the site meets the criteria herein stated.

At the time of actual construction a new MPL branch library should have a minimum of 10,000 people in the immediate service area and an estimated service area population of at least 20,000 people within ten years of opening. Any new branch site will generally be located no closer than two miles from another MPL branch or area public library unless the site and the area to be served has unusual local traffic patterns, density, or other unique circumstances.

Site Criteria

The site should be in an area that is, or will be, frequently visited by people residing in the service area, and be close to, or on, primary streets and existing or proposed transit routes. The site should also be a destination for people who regularly travel to, or through, the service area. The site should be highly visible. The site should have the capacity to meet all Americans with Disabilities Act (U.S. Government 1990) requirements, and will be thoroughly vetted for unwelcome hidden obstacles and subsurface conditions. Where possible one public entrance is preferred.

Capacity of Site

The site should be large enough to accommodate a library facility deemed necessary for the projected population area, at a minimum of 15,000 square feet. A site that allows for single story, street level configuration is preferred because it is cheaper to build and operate. The site must meet code required parking at grade or in a parking structure. The must have necessary allowances for setback, zoning requirements, delivery entrance and vehicles, and suitable landscaping. The site for a new library building or for a first floor space in an existing facility should provide for a single street level entrance, an open flexible floor plan with a minimum of load bearing walls and/or closely placed columns. The site must also have access to buried fiber optic cables and other appropriate infrastructure that MPL may connect with at a reasonable price.

Type of Structure and Ownership Arrangement

Most Efficient – Stand-Alone Structure

As has been shown with the Central Branch and the Monroe Street Branch, stand-alone structures have the lowest impact on the operating budget. Once debt service has been paid off on a stand-alone structure there are very few fees to be paid from the operating budget. MPL also maintains control over mechanical systems and building access. This type of structure also allows the Library to spur economic growth by announcing a future branch, which then in turn will generate interest by the private sector in co-locating near the Library while maintaining appropriate boundaries between public and private enterprise.

Next Most Efficient – Condominium Arrangements

Condominium agreements eliminate the yearly escalations of rent (and the proportionate effect on the operating budget). However, these agreements are less than ideal from a property management perspective. Library branches in condominium arrangements are usually the anchor of the development, yet the Library does not control what happens with the development (e.g., location of signs). In addition, through Common Area Charges (CAM), the Library pays a percentage of the costs involved in modifications to the property. For example, at the Alicia Ashman Branch, the Library is the only condominium owner. That means that the landlord controls about 75% of the property or votes, so even if the Declaration of Condominium agreement is invoked, the Library as a minority owner will rarely win its point on an issue through voting. In short, while MPL avoids rent in condominium structures, it still faces ever rising CAM charges for issues over which it has no control.

Least Efficient – Renting

Rent represents a huge impact on the operating budget. The same argument that causes renters to become homeowners applies to branch facilities. And, as a renter, the Library has very little input on grounds, appearance, upkeep, etc. There are many ways to interpret a lease, and the Library usually ends up on the short side of any argument.

The supposition that a branch is “nimble” in a rented property, e.g., that it can move to a different strip mall as the population service area shifts, is also faulty. Experience has shown that neighborhoods become deeply attached to a branch once it settles upon a location; moving it in the face of neighborhood opposition is nearly impossible.

Regional Cooperation Opportunities & Strategies/Recommendations

Public libraries have a long history of cooperation and collaboration with each other and with other organizations. In Wisconsin, some of this is required by statute as reflected in Chapter 43. Public libraries offer reciprocal borrowing privileges to patrons from other systems.

Public libraries in Wisconsin are organized into systems. There are currently 17 systems in the state. Madison Public Library serves as the resource library for the South Central Library System (SCLS). SCLS is comprised of 53 member public libraries in Dane, Green, Columbia, Sauk, Adams, Portage and Wood counties and is one of the largest systems. MPL is also the resource library for Dane County.

As the System Resource Library, MPL provides a variety of services to the other libraries. Again, some of this is determined by state statute. For example, MPL provides “back-up reference and interlibrary loan services.” For this service, SCLS pays MPL annually about \$165,000. In addition, as part of a System agreement, MPL purchases and provides access to “specialized materials, materials in demand, and materials for youth.” The annual payment for this service is \$145,000.

Since 1994, MPL has also served as the cataloging agency for the 43 SCLS member libraries who share their resources through the automated Integrated Library System (ILS), Koha. Koha is the software which supports acquisitions, circulation, cataloging and the public access catalog, LINKcat. An ILS is the library world’s version of an ERP system. By contract with SCLS, MPL staff provides the cataloging for our own materials and those of the other libraries. The revenue from this service is about \$465,000 each year.

MPL also participates in the statewide Wisconsin Public Library Consortium which was formed several years ago to provide Wisconsin citizens with access to electronically published materials. Via this organization, public libraries have pooled their resources to increase their purchasing power for ebooks and other downloadable materials.

MPL collaborates with or supports variety of community partners. A few examples are described below:

- MPL Youth Services staff works with MMSD staff to keep children reading during the summer. Youth Services staff visit classrooms and share information about MPL summer programs and events. To support early literacy efforts, we are also offering programs targeted to families with children in the 4K program.
- For several years, the Library has participated in the UW's annual "Go Big Read" program, purchasing copies of the title chosen by the UW and offering book discussions and related programming.
- This year, the Library is also hosting "Red, White & Read," a program with UW Student United Way and the Student Athletes Equally Supporting Others (SAESO) groups. UW athletes will be at our Sequoia Branch participating in interactive reading activities with children.
- Each year the Library provides space for local VITA volunteers to provide tax assistance both for walk-in patrons and by appointment.
- MPL provides computers and proctoring services for distance education institutions as well as space for individual tutoring sessions.
- MPL's Home Service Program staff and volunteers supply books to individuals at home who are unable to use the library due to an ongoing physical condition, as well as to Retirement Homes and Assisted Living, Health Care and Adult Day Care Facilities.

APPENDIX II: MAPS

- City Facility Locations
- Aerial Photographs of Potential Facility Sites
- City Planning Maps:
 - Generalized Future Land Use Plan (Map 2-1)
 - Peripheral Planning Areas (Map 2-4)
 - Population Centroid
 - Potential Redevelopment Areas (Map 2-5)