



*Christopher J. Soffayer
Chief of Police*

Millis Public Safety

***Town of Millis
Commonwealth of Massachusetts***



*Richard Barrett
Millis Fire Chief*

To: Mike Guzinski
Reg: Public Safety Budget Cuts
Date: April 28, 2020

Mr. Guzinski,

The Millis Police and Fire Departments acknowledge the potential for reduced Revenue and State aid affecting the towns proposed FY21 budget. We realize that budgets will be tight to meet these reduced revenues. We are willing to work with the Town diligently to assist in any way we can to meet the fiscal restraints of the Town. Unfortunately, neither department is in a position to reduce our already tight budgets by 5 or 10%. A 5 or 10% reduction in operations means the reduction in staffing. Currently, both departments are requesting additional staffing to meet the needs of the town now, more importantly over the next 3-5 years. The town of Millis is preparing to see an increase in town population by approximately 2-3,000 new residents, as well as an addition of a 120+ bed memory care/assisted living facility. Of these new residents, more than 50% will be over the age of 55, increasing our already abundant senior population. Both departments have worked extremely hard to inform the Town bodies about this impact to our departments and trying to prepare for this influx.

Currently, our departments are responding daily to the impact of the worldwide pandemic of COVID-19. Our staff do not have the ability to work from home or adjust their weekly work schedule. Our staff reports for duty daily to protect this community, and its residents. Thankfully our departments have remained healthy during this pandemic, reducing staffing only adds to the concerns associated with already tight staffing. Since the inception of the pandemic, our members must go home to their families after dealing with confirmed COVID-19 residents, not knowing if they have been infected or when they will be infected. Fact is, we are not out of the woods yet, we are expecting another surge in the fall. The nation will begin to reopen which by all accounts will bring on increased call volume and incidents that will be difficult to handle with the current staff. Any reduction in staff will place our members in an unsafe working condition.

Annually, both departments have exhausted all overtime and shift coverage budgets requiring us to request funds at the end of the year. With members out injured, and other members serving our country, again this year both departments will exceed the budgeted numbers for FY20 in both overtime and shift coverage. Any reduction in staff will require shifts to be covered by members on overtime only escalating an already overbudgeted number.



*Christopher J. Soffayer
Chief of Police*

Millis Public Safety

***Town of Millis
Commonwealth of Massachusetts***



*Richard Barrett
Millis Fire Chief*

With a reduction in staffing, both departments would be greatly impacted, and services would be cut. A reduction in staffing at the Police Department would place our officers in unsafe conditions and cause us to fall well under the safe response protocols. This would place our officers in danger when responding to many calls for service, especially when dealing with a critical incident. Public safety across the board is taxed, this is not a time to rely on mutual aid, other communities are dealing with all the same issues that come with COVID19.

A reduction in staffing to the Fire Department would be detrimental to our EMS response by reducing the number of Paramedics able to respond causing us to lose our ALS licensing and be required to revert to our BLS system and rely on Mutual aid for ALS. This was a 5-year program to get us to this level in which we have increased revenue and provided a lifesaving service to our residents.

Our biggest concern is that the people, our people, are exposing themselves daily to this disease. Unlike many other positions in town, they do not have the luxury of staying home, but rather willingly expose themselves to harm to protect our residents. A reduction in staffing to an already increased call volume, coupled with a world pandemic, is not feasible. Our departments cannot sustain a 5-10% budget reduction, a reduction would directly impact the safety of our employees, and service to the community. Our employees are more than essential employees, they are front line employees. We have made great strides within our departments, as well as the community over the years. A substantial cut to our organizations will handicap us immediately. It should be noted, these budgets are formulated with the assumption our first responders don't get infected and decimate half of our respective departments. We understand tough decisions must be made, however we strongly suggest that you reevaluate public safety, and allow our budgets that have already been cut, to level fund for the next fiscal year.

Respectfully Submitted,

Chris Soffayer
Millis Police Chief

Richard Barrett
Millis Fire Chief

Mike Guzinski

From: Mike Guzinski
Sent: Thursday, May 7, 2020 10:40 AM
To: Mike Guzinski
Subject: FW: FY21 Budgets - Additional Departmental Budget Submissions requested

From: Chief Rick Barrett <rbarrett@millisma.gov>
Sent: Monday, May 4, 2020 3:22 PM
To: Mike Guzinski <mguzinski@millisma.gov>
Cc: Carol Johnston <cjohnston@millisma.gov>
Subject: Re: FY21 Budgets - Additional Departmental Budget Submissions requested

As for the proposed cuts, I want to reinforce the statement we made in our letter, both departments operate at the bare minimum staffing allowed. We have continually requested staffing to respond to the growing population we are seeing coming into town. For years now we have been warning the town about this impact, Monday's night meeting a company hired by the town used many of our figures to support the DPW. These facts are not made up or inflated they are what is coming and the impact will be significant. I have great concern for our ability to respond to these emergencies in town with any reduction in staffing and funding, to that point below will be the impact directly to the fire department.

Any reduction in staffing would be detrimental to our department as I stated earlier we are operating at the bare minimum allowed by state and national standards. If we reduce staff by 1 we fall under the minimum staffing for an Advance Life Support system. That means we would lose our State license to operate at the ALS level, causing us to operate our ambulance at the BLS level and trying to find ALS from our Mutual Aid communities who are also impacted by increased call volume and not always available therefore placing our residents in danger without ALS.

Also as stated Covid-19 is not going anywhere anytime soon and many predictions have us encountering a spike in calls when sanctions are lifted and a resurgence of positive cases. Again our already overworked staff would face more work but now with less members. And 1 group of firefighters contract the disease requires us to fill their spots on overtime or shift coverage only increasing an already over budgeted line item.

By reducing staffing, reducing overtime or shift coverage line items does not make the problem go away it only delays it. With minimum staffing if we don't have members come back for calls on overtime or fill shifts we place our members and our community in danger for enough people to respond to their emergency. This means we must still have those members respond where as overtime will still occur and have to be funded at the end of the year as we already have to do.

To reach this number of \$102,000 the following would have to be done:

Department Assistant/Tracy- \$27,373 would be cut. after 8 years of requesting this position and finally getting it for 6 months we have seen the impact by allowing me to have time to focus on grants, policies etc.

Wages Overtime-\$25,000 would be cut causing us to reduce the amount of times we call back members, placing our members in unsafe conditions and our residents with the possibility of reduced responses by our department.

On Call wages-\$15,000 would reduce the amount we could rely on our on call members.

Shift Coverage-\$20,000 would cause us to reduce the amount of members on a shift when a member takes a day off, sick day or vacation. Reducing the amount of personnel to respond to a call and leaving the station empty when members are at the hospital and having no one available to answer questions, fill permits or respond to the next emergency.

Stipends-\$10,000 would have to be cut to our on call members as we cannot cut this from the Fulltime members as it is contractual.

EMT Certification-\$2,000 again this would be cut for our on call members only as this is also contractual.

Clothing-\$3,000 this would also be cut from our on call members only as this is contractual.

Total cuts-\$102,373- From an already minimal budget with little to no room for reductions.

Richard Barrett, CFO
Fire Chief
885 Main St.
Millis, Ma 02054
Phone: 508-376-2361
Fax: 508-376-4339

DPW Highway Division FY21 Budget Reductions

| <u>Expense Line Item:</u> | <u>FY20 TM Adopted:</u> | <u>FY21 Request:</u> | <u>FY21 Proposed:</u> | <u>Town Administrator and Finance Director Reductions:</u> | <u>% Decrease:</u> | <u>Consequence:</u> |
|----------------------------|-------------------------|----------------------|-----------------------|--|--|--|
| Engineering Services | \$8,000.00 | \$8,000.00 | \$5,000.00 | \$3,000.00 | 37.50% | All general fund design projects become Town Meeting Warrant Articles |
| Physical Exams | \$2,500.00 | \$2,000.00 | \$500.00 | \$1,500.00 | 75.00% | All exams will be paid out of the Executive Office Budget |
| Equipment Hired | \$8,000.00 | \$8,000.00 | \$6,000.00 | \$2,000.00 | 25.00% | Provides payment for hired contractors and equipment rentals for road grading, concrete cutting, material screening and fencing. |
| Tree Care | \$25,000.00 | \$25,000.00 | \$15,000.00 | \$10,000.00 | 40.00% | With the reduction the department will be limited on which trees will be taken down. This budget in FY20 went in deficit in August - the Fall Town Meeting appropriated \$50K for the remainder of FY20. |
| Traffic Lines | \$30,000.00 | \$30,000.00 | \$20,000.00 | \$10,000.00 | 33.33% | With this reduction the department will not be able paint all center lines fog lines, stops, and crosswalks. They will be alternated year to year. |
| Road Maintenance | \$20,000.00 | \$20,000.00 | \$15,000.00 | \$5,000.00 | 25.00% | With this reduction the department will no longer pave trenches and paving of potholes will be limited as well. |
| Gasoline/Oil | \$39,000.00 | \$39,000.00 | \$35,100.00 | \$3,900.00 | 10.00% | Not sure how that is going to work with the town under a contracted price |
| **Result in a Safety Issue | | | | | | |
| Stormwater | \$33,374.00 | \$37,422.00 | \$37,422.00 | \$4,048.00 | This is an increase of 4K, this is not a DPW line item it is a Town wide increase. The increase is to pay for the new Clyde Brown. | |

DPW General Total Expenses: \$415,695.00 Request Less Stormwater: \$384,343.00 \$415,695.00 \$35,400.00 8.52%

Street Lighting Division FY21 Budget Reductions

| <u>Expense Line Item:</u> | <u>FY20 TM Adopted:</u> | <u>FY21 Request:</u> | <u>FY21 Proposed:</u> | <u>Town Administrator and Finance Director Reductions:</u> | <u>% Decrease:</u> | <u>Consequence:</u> |
|----------------------------|-------------------------|----------------------|-----------------------|--|--------------------|---|
| Electricity Signals | \$10,000.00 | \$10,000.00 | \$5,000.00 | \$5,000.00 | 50% | It would be recommended that all 88 ornamental street lights on Main Street be turned off from July 1, through September 30, and would operate October 1, through June 30, between the hours of 4:00 PM - 10:00 PM. |
| **Result in a Safety Issue | | | | | | |

The following is what is recommended for the ornamental lights in the public parking July 1, through September 30, 8:00 PM to 11:00PM October 1, through June 30, between the hours of 4:00 PM to 11:00 PM

Select Board Approval Date: / /

Mike Guzinski

From: Mike Guzinski
Sent: Wednesday, April 29, 2020 3:13 PM
To: Jennifer Scannell; Carol Johnston
Subject: RE: FY21 Budgets - Additional Departmental Budget Submissions requested

Hi Jenn,

Understood. Thanks for your response. We're very hopeful that these types of cuts are not required.

Mike

From: Jennifer Scannell <jscannell@millisma.gov>
Sent: Wednesday, April 29, 2020 3:11 PM
To: Mike Guzinski <mguzinski@millisma.gov>; Carol Johnston <cjohnston@millisma.gov>
Subject: FW: FY21 Budgets - Additional Departmental Budget Submissions requested

Mike,

I've discussed the contingency budgets based upon a 5% and a 10% cut to Treasurer's operational budget and have agreed the best approach would be to close the office on Fridays and reduce staff by 4 hours per employee. A reduction in hours hurts the overall business operations, especially when services like stormwater and insurance related work is added to my department. Some issues could potentially lead to payment processing delays, delayed response to inquiries from residents and/or longer turnaround times on projects.

I'd be happy to discuss in greater detail if necessary.

Thanks,

Jennifer Scannell
Treasurer/Collector
900 Main Street
Millis, MA 02054
508.376.7091 (O)
508.376.7055 (F)

From: Karen Bouret <kbouret@millisma.gov>
Sent: Monday, April 27, 2020 3:56 PM
To: Robert Weiss <rweiss@millisma.gov>; Brenda Hamelin <bhamelin@townofmedway.org>; Carol Johnston <cjohnston@millisma.gov>; Chief Rick Barrett <rbarrett@millisma.gov>; Chief Chris Soffayer <csoffayer@millisma.gov>; Jennifer Scannell <jscannell@millisma.gov>; Jim McKay <jmckay@millisma.gov>; John McVeigh <jmcveigh@millisma.gov>; ktolson@minlib.net; Kris Fogarty <kfogarty@millisma.gov>; Lisa Jane Hardin <lhardin@millisma.gov>; Lisa Morin <lmorin@millisma.gov>; Mike Giampietro <mgiampietro@millisma.gov>; Mike Guzinski <mguzinski@millisma.gov>; Patty Kayo <pkayo@millisma.gov>; Teresa Gonsalves <tgonsalves@millisma.gov>
Subject: Fw: FY21 Budgets - Additional Departmental Budget Submissions requested

Mike Guzinski

From: Kris Fogarty
Sent: Friday, May 1, 2020 10:43 AM
To: Mike Guzinski; Carol Johnston
Cc: Mike Banks
Subject: Revised Budget

Good Morning,

According to the proposed budget the recommendation for FY21 would be \$32,664.87. The Recreation Department only has a salary line item so any reduction would come from that account. This is disproportional to other departments where those expense line items can be re-adjusted. Cutting a position would be detrimental to the Recreation Department where there is only 1 full time Director and a 10 hour per week assistant. This department is already at bare bones and has to self-fund for the remainder of salaries/benefits that are currently not in the operating budget. I hope this will be taken into consideration when budgets are reviewed.

5% reduction (\$1,633.24) = \$31,031.63

10% reduction (\$3,266.49) = \$29,398.38

Please let me know if there are any questions or suggestions.

Respectfully,

Kris

Mike Guzinski

From: Kim Tolson <ktolson@minlib.net>
Sent: Monday, May 4, 2020 3:56 PM
To: Mike Guzinski
Cc: Carol Johnston; Karen Bouret
Subject: Re: FY21 Budgets - Additional Submissions from Library
Attachments: contingency_budgets_cover.docx; Library Spreadsheet FY2021 5% and 10% cuts.xlsx; contingency_budgets_narrative_library.docx

Dear Mr Guzinski,

As requested, I am providing examples of what a 5% and 10% budget cut could look like and the projected impacts of such funding reductions for the Library. These budgets have been prepared in consultation with the Trustee Chair but have not been approved by the Board of Trustees. Should such cuts become necessary, a final budget will need to be prepared and then approved by the Board.

The Trustees wish to express their concern that budget reductions required by the town may lead to decertification of the Library, which would have a wide range of detrimental effects, including fewer patron services and less state funding. In the attached budget narrative, I have tried to detail these impacts. Please let me know if you would like to discuss in more detail.

The Board of Trustees and I also want to emphasize that cuts like some of those being explored in this exercise will make it difficult or impossible to fulfill the mission of the Millis Public Library, which is to inspire lifelong learning and build community by providing a safe and welcoming space where community members of all ages can freely access materials, technology, information, services, and programs that engage the imagination, foster literacy, inspire intellectual curiosity, and broaden cultural perspectives.

Sincerely,

Kim

--

Kim Tolson, Library Director
Millis Public Library
961 Main Street
Millis, MA 02054
508.376.8282

LIBRARY 016100**Personnel Services****Department Head Salary**

Wages
Wages-Extra Time
Wages -Custodian
Wages-Pages
Longevity
On-Call Wages

Total**Expenses**

Building Repairs
Library Materials
Supplies and Expenses
Office Supplies
Water/Sewer
Postage
Advertising
Membership
Equipment

Total**TOTAL BUDGET**

| FY2015 ACTUAL | FY2016 ACTUAL | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 ACTUAL | FY2020 TM ADOPTED | FY2021 REQUESTS | FY2021 PROPOSED | FY2021 5% CUT | FY2021 10% CUT |
|------------------|------------------|------------------|------------------|------------------|----------------------|--------------------|--------------------|------------------|-------------------|
| \$65,408 | \$71,049 | \$72,899 | \$75,193 | \$73,612 | \$75,045 | \$75,950 | \$75,950 | \$75,950 | \$75,950 |
| \$134,882 | \$130,142 | \$132,239 | \$142,840 | \$148,217 | \$161,662 | \$178,048 | \$178,048 | \$174,518 | \$163,031 |
| \$15,515 | \$10,331 | \$11,728 | \$10,322 | \$11,104 | \$15,500 | \$15,500 | \$15,500 | \$5,517 | \$2,180 |
| \$10,270 | \$11,050 | \$2,392 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| \$6,414 | \$9,423 | \$8,995 | \$8,828 | \$8,701 | \$10,394 | \$10,970 | \$10,970 | \$10,970 | \$10,970 |
| \$1,900 | \$900 | \$1,400 | \$650 | \$1,300 | \$1,300 | \$2,250 | \$2,250 | \$2,250 | \$2,250 |
| | \$6,249 | \$9,731 | \$6,108 | \$2,718 | \$5,500 | \$5,500 | \$4,500 | \$2,775 | \$2,775 |
| \$234,389 | \$238,143 | \$239,384 | \$243,941 | \$245,651 | \$269,401 | \$288,218 | \$287,218 | \$271,980 | \$257,156 |
| \$2,751 | \$12,339 | \$8,796 | \$13,315 | \$13,563 | \$11,518 | \$11,518 | \$11,518 | \$11,518 | \$10,000 |
| \$70,128 | \$75,594 | \$73,819 | \$73,381 | \$74,696 | \$77,450 | \$83,455 | \$82,885 | \$78,640 | \$74,500 |
| \$10,155 | \$10,764 | \$12,069 | \$11,622 | \$8,727 | \$12,925 | \$12,925 | \$10,925 | \$9,325 | \$8,025 |
| \$3,000 | \$3,247 | \$3,557 | \$2,208 | \$4,467 | \$3,000 | \$3,000 | \$3,000 | \$2,400 | \$2,400 |
| \$1,224 | \$1,336 | \$1,355 | \$1,545 | \$1,484 | \$1,500 | \$1,700 | \$1,700 | \$1,600 | \$1,600 |
| \$163 | \$378 | \$100 | \$76 | \$147 | \$150 | \$150 | \$150 | \$150 | \$150 |
| | | | | -\$352 | | | | | |
| \$29,341 | \$29,752 | \$30,917 | \$31,537 | \$32,797 | \$35,418 | \$33,331 | \$33,331 | \$33,331 | \$33,331 |
| \$4,587 | \$6,114 | \$4,153 | \$5,639 | \$4,075 | \$4,150 | \$4,927 | \$4,927 | \$4,927 | \$4,927 |
| \$121,350 | \$139,524 | \$134,767 | \$139,322 | \$139,604 | \$146,111 | \$151,006 | \$148,436 | \$141,891 | \$134,933 |
| \$355,738 | \$377,667 | \$374,151 | \$383,263 | \$385,255 | \$415,512 | \$439,224 | \$435,654 | \$413,871 | \$392,089 |

Contingency Budgets Narrative

Personnel costs are currently 66% of the total budget.

Library Materials must be 19% of the total municipal budget, per Massachusetts Board of Library Commissioners (MBLC) certification requirements. MBLC certification is required for a number of services, including patron access to state and network databases, reciprocal borrowing with libraries across the state, network membership, staff training, technology support, access to grant funds, and annual state aid funding.

This leaves 15% of the budget for building maintenance and repair, office and library supplies, network membership fees, professional development, equipment, technology replacements, etc.

Example 1.) 5% Budget Cut – Total Budget of \$413,871 (\$21,783 cut)

This reflects a \$21,783 cut to the current FY21 budget recommended by the Town Administrator. A cut of 5% will require a reduction in the Library's staffing and operating hours, which would have a serious impact on services and programming. Specifically, the Library's public service hours would be reduced by 15% in the average week.

Specific impacts are as follows:

Personnel Budget Impacts:

- 5% total reduction (-\$15,238) in the personnel budget. This would include a 64% cut (-\$9,983) to Wages-Extra Time, a 38% cut (-\$1,725) to On-Call Wages*, and a 2% reduction (-\$3,530) in Wages.
- Extra Time and On-Call Wages fund our weekend and non-standard service hours so this reduction means **cutting all Saturday hours** (10am – 3pm, September through June**). These funds also allow staff to provide programming to the community outside of their regular hours so this cut will lead to **reduced evening and weekend services and programming for the community**.
- The impact of the 2% reduction in Wages will be to **cut 2 hours on Wednesday nights** (close at 6 pm, rather than 8 pm).
- The reduction of these budget lines will also greatly reduce flexibility of staffing allocation leading to **decreased staff time for attending trainings; participating in network activities and decision making; developing Library collections; and planning, designing, and improving upon services and programs for the community**.

*This is on top of the 18% (-\$1,000) reduction in On-Call Wages from our original budget request.

**The Library is closed on Saturdays in July and August.

Operational Budget Impacts:

- Materials line item reduced by 5% (-\$4,245) to equal 19% of total budget, which is the required minimum for MBLC state certification and state aid award. The impact will be a **reduced ability to keep up with growing demand for eLibrary resources and inability to keep nonfiction collections current**.
- Supplies and Expenses reduced by 15% (-\$1,600)*. This line item includes library and maintenance supplies; professional development funds; security system costs; technology upgrades, repairs, and replacements; and juvenile and young adult supplies. Impacts of this reduction will be **deferred replacement and upgrade of technology that is already aged beyond recommended lifespan, reduced professional development opportunities for staff improvement, deferred maintenance**

of building, lack of materials needed for youth programs, and no contingencies for unexpected expenses.

- Office Supplies reduced by 20% (-\$600). The main impact of this cut is an **increased cost for patrons printing and copying**, bringing us well above what other area libraries charge for this service.

**This is on top of the 15% (-\$2,000) reduction in Supplies and Expenses from our original budget request, which was level funded from FY20.*

Example 2.) 10% Budget Cut – Total Budget of \$392,089 (\$43,565 cut)

This reflects a \$43,565 cut to the current FY21 budget recommended by the Town Administrator. A cut of 10% **would not allow** the Millis Public Library to meet the MBLC's Municipal Appropriation Requirement (MAR) for certification. To meet the MAR, a municipality must appropriate a figure of at least the average of the last 3 years' municipal appropriations to the library for operations, increased by 2.5%.

As a result, we would risk losing state certification. Without state certification, the Millis Public Library could become a stand alone entity without access to resources across the state. Losing state certification would mean losing access for patrons to state and network databases and the collections of other libraries across the state, losing network membership and the associated staff training and technology support, and losing annual state aid funding and opportunities for grant funding.

A 10% cut will also require a reduction in the Library's staffing and operating hours. which would have a serious impact on services and programming. Specifically, the Library's public service hours would be reduced by 30% in the average week.

Specific impacts are as follows:

Personnel Budget Impacts:

- 10% total reduction (-\$30,062) in the personnel budget. This would include an 85% cut (-\$13,320) in Wages-Extra Time, a 38% cut (-\$1,725) in On-Call Wages*, and an 8% cut (-\$15,017) in Wages.
- An impact of the above reductions will be to **close entirely on Mondays and cut 4 hours from our Wednesdays operating hours** (close at 4 pm, rather than 8 pm).
- Additional impacts will be **reduced evening and weekend services and programming for the community as well as decreased staff time for attending trainings; participating in network activities and decision making; developing Library collections; and planning, designing, and improving upon services and programs for the community.**
- Library decertification will result in **loss of staff access to training and technology assistance** through Minuteman Library Network and the Massachusetts Library System.

**This is on top of the 18% (-\$1,000) reduction in On-Call Wages from our original budget request.*

Operations Budget Impacts:

- Materials line item reduced by 10% (-\$8,385) to equal 19% of total budget, which is the required minimum for state certification and state aid award. The impact will be a **reduced ability to keep up with growing demand for eLibrary resources, inability to keep nonfiction collections current, and longer waiting times for new/popular materials.**
- Supplies and Expenses reduced by 27% (-\$2,900).* As with a 5% cut, impacts will be **deferred replacement and upgrade of technology that is already aged beyond recommended lifespan,**

reduced professional development opportunities for staff improvement, deferred maintenance of building, and no contingencies for unexpected expenses. Additionally, this cut would completely eliminate funding for juvenile and young adult supplies, allowing for no in-house, staff-led children's or teen programming, such as art and craft programs, sensory storytimes, or anything that requires supplies. This would mean **decreased programming opportunities for kids and teens and would inhibit the Library's ability to meet its early literacy mission.**

- Office Supplies reduced by 20% (-\$600). The main impact of this cut is an **increased cost for patrons printing and copying**, bringing us well above what other area libraries charge for this service.
- Building Repairs line item reduced by 13% (\$1,518). In FY20, for the first time since the current library building opened, our building repairs line realistically reflected the cost to keep up with most of the routine maintenance and necessary repairs. This cut will lead to **deferred building maintenance possibly leading to larger repair issues requiring reserve fund transfers.**
- Library decertification will result in the **loss of patron access to state and network databases and the collections of other libraries across the state, loss of network membership and the associated ability for patrons to request items from other libraries, and loss of funding sources** (annual state aid funds and grant opportunities).

**This is on top of the 15% (-\$2,000) reduction from our original request.*