

West Fargo Public Library Board of Directors
Regular Meeting Agenda
January 9, 2020 – 5:30 p.m.
West Fargo Public Library, 215 Third St. E.

1. Call to order
2. Introduction of guests (Tina Fisk, City Administrator; Jim Larson, Finance Director; Melissa Richard, Communications Director)
3. Approval of agenda

Consent Agenda – Approve the Following:

- a. Approval of the minutes – December 12, 2019
- b. Approval of the financial report and bills

Regular Agenda

1. Proposed library reorganization
2. Review of the Library's 10-year staffing plan
3. Discussion of West Fargo building projects and financing – **Tina Fisk & Jim Larson**
4. Discussion of the Library's strategic planning and public input – **Melissa Richard**
5. Director's Report
6. Adjourn

Library Board Minutes

Date: December 12, 2019

Time: 5:30 p.m.

Place: West Fargo Public Library

Lodoen Community Center, 215 3rd St. East, West Fargo, ND

Roll Call:

Alanna Rerick, Jodie Haring, Larry Schwartz, Steve Anglin, and Eric Gjerdevig. Also attending, Carissa Hansen, Library Director, and Sara Engler, Access Services Librarian.

Absent: None

1. **Call to Order:**

-Haring called the meeting to order.

2. **Approval of Agenda:**

-Schwartz moved to accept the meeting agenda. Gjerdevig seconded. Meeting agenda approved.

-Anglin motioned to approve the Consent Agenda. Schwartz seconded. Consent Agenda approved.

Consent Agenda-Approve the Following:

A. Approval of the November 14, 2019 minutes.

B. Approval of the financial report and bills.

Regular Agenda:

1. Review space needs assessment.

-Haring opened floor on discussion.

-Comments and concerns were made by Haring leading to small discussion.

-Motion was made by Gjerdevig to accept the space needs and pay Anders Dahlgren. Schwartz seconded.

2. Discussion of planning for the future.

-Hansen will invite City Administrator Tina Fisk and Finance Director Jim Larson to January meeting to talk about future building projects.

-Hansen along with other City staff will look into working with an organization called Folkways to help with a community input project for the library.

3. Technology/Technical Services Librarian Position.

-Librarian job descriptions have been revised. Technology/Technical Services

Librarian has been revised to Collection Development/Technical Services Manager.

-Internal staff member will move into Collection Development/Technical Services Manager.

-Adult Services Manager is now vacant and will be posted in the coming week.

-Schwartz agreed to be on search committee for the Adult Services Manager.

4. Discussion of agendas and financials (to continue at January meeting)
 - Hansen would like Finance Director Jim Larson to come to the January meeting to talk about what financial documentation would be helpful for the Board to see. Discussion will continue at next meeting.

5. Director's Report
 - Hansen will present accomplishments with visuals to update board on happenings in the library each month.
 - Programming highlights
 - a. Library staff do over 20 offsite daycare storytimes and book delivery to daycares each month.
 - b. Weekly storytimes have been revamped and tailored to two age groups – babies and pre-schoolers.
 - c. Weekend "STEM" storytimes have been in place throughout 2019, with 50 people in attendance at the November storytime.
 - d. In October, the library partnered with WFPS to host a concert at Sheyenne High School Theater featuring classical guitarist Peter Fletcher.
 - e. West Fargo native Mary DeJong gave an author talk on November 13.
 - Offers have been extended to two new library assistants to fill vacancies.
 - The library's new library management software has been implemented.
 - A new self-check and credit card acceptance system will be installed next week.
 - Upcoming events include: Grown-Ups' Gingerbread House Challenge (12/17) and Kids' Blast new year's eve party (12/31).
 - The library will be closed 12/24, 12/25, and 1/1, and will close early (6pm) on 12/31.

6. Adjournment: The next meeting is January 9 at 5:30 p.m. Schwartz moved to adjourn the meeting. Gjerdevig seconded. Meeting adjourned.

7000 LIBRARY

Account	Object	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Committed
410000	GENERAL GOVERNMENT						
411600	LIBRARY						
110	PERMANENT EMP SALARIES	84,579.76	613,726.65	511,000.00	607,366.00	-6,360.65	101 %
114	PART TIME SALARIES	7,630.51	118,534.26	85,000.00	85,000.00	-33,534.26	139 %
220	SOCIAL SECURITY	6,909.69	54,149.54	46,000.00	53,372.00	-777.54	101 %
230	RETIREMENT	6,223.41	84,018.88	72,000.00	86,706.00	2,687.12	97 %
240	WORKFORCE SAFETY INSURANCE	0.00	1,022.28	1,800.00	1,800.00	777.72	57 %
245	CONTINUING ED	338.00	2,178.63	2,500.00	2,500.00	321.37	87 %
250	UNEMPLOYMENT	0.00	0.00	1,000.00	1,000.00	1,000.00	%
312	ATTORNEY	0.00	0.00	1,000.00	1,000.00	1,000.00	%
320	HEALTH INSURANCE	4,220.57	53,173.01	72,000.00	72,000.00	18,826.99	74 %
333	BUILDING RENTAL	11,990.00	143,880.00	144,000.00	144,000.00	120.00	100 %
340	TRAVEL & EDUCATION	1,536.55	4,296.52	5,000.00	5,000.00	703.48	86 %
356	TELEPHONE	0.00	0.00	2,500.00	2,500.00	2,500.00	%
360	MISC PRINTING & MAILING	979.08	5,754.99	7,000.00	7,000.00	1,245.01	82 %
387	MEDICAL/VACCINES	0.00	0.00	500.00	500.00	500.00	%
399	RECRUITMENT/EMPLOYMENT TESTING	0.00	1,171.97	3,000.00	3,000.00	1,828.03	39 %
410	OFFICE SUPPLIES	1,375.50	14,475.85	18,000.00	18,000.00	3,524.15	80 %
428	SERVICE AGREEMENTS-CONTRA	678.20	14,596.82	15,000.00	15,000.00	403.18	97 %
497	TECHNOLOGY	14,872.10	54,995.15	50,000.00	50,000.00	-4,995.15	110 %
640	FURNITURE & EQUIPMENT	1,001.06	7,737.29	12,000.00	12,000.00	4,262.71	64 %
644	POSTAL METER RENT	243.09	1,172.85	1,500.00	1,500.00	327.15	78 %
648	PROFESSIONAL PUBLICATIONS	664.00	1,147.50	1,200.00	1,200.00	52.50	96 %
649	PROGRAMMING	719.43	7,925.54	11,000.00	11,000.00	3,074.46	72 %
650	E RESOURCES	4,057.65	26,095.18	32,000.00	32,000.00	5,904.82	82 %
661	SHIPPING	0.00	1,333.24	0.00	0.00	-1,333.24	%
662	BOOKS	4,359.74	89,682.52	100,750.00	100,750.00	11,067.48	89 %
663	MAGAZINES	0.00	5,792.94	6,500.00	6,500.00	707.06	89 %
664	AUDIO VIDEO	2,266.01	22,497.82	31,500.00	31,500.00	9,002.18	71 %
667	MEMBERSHIPS	0.00	670.00	1,200.00	1,200.00	530.00	56 %
669	INSURANCE	0.00	857.58	1,750.00	1,750.00	892.42	49 %
672	EMERGENCY MEDICAL SUPPLIES	0.00	244.83	250.00	250.00	5.17	98 %
673	CLEANING SUPPLIES	31.32	348.59	500.00	500.00	151.41	70 %
689	PROMOTIONAL ACTIVITIES	497.93	9,609.26	12,000.00	12,000.00	2,390.74	80 %
724	CONSULTING/TESTING FEES	0.00	9,000.00	500.00	500.00	-8,500.00	*** %
750	MISC.	247.64	703.26	750.00	750.00	46.74	94 %
901	CATALOGING	191.51	2,064.28	6,000.00	6,000.00	3,935.72	34 %
903	HISTORY ROOM	188.63	1,817.54	2,500.00	2,500.00	682.46	73 %
994	ODIN	0.00	7,003.00	5,000.00	5,000.00	-2,003.00	140 %
	Account Total:	155,801.38	1,361,677.77	1,264,200.00	1,382,644.00	20,966.23	98 %
	Account Group Total:	155,801.38	1,361,677.77	1,264,200.00	1,382,644.00	20,966.23	98 %
	Fund Total:	155,801.38	1,361,677.77	1,264,200.00	1,382,644.00	20,966.23	98 %
	Grand Total:	155,801.38	1,361,677.77	1,264,200.00	1,382,644.00	20,966.23	98 %

7000 LIBRARY

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
310000 TAXES					
310001 PROPERTY TAXES	4,950.14	887,667.18	908,850.00	21,182.82	98 %
Account Group Total:	4,950.14	887,667.18	908,850.00	21,182.82	98 %
330000 INTERGOVERNMENTAL REVENUES					
335600 STATE AID	0.00	31,406.97	40,000.00	8,593.03	79 %
Account Group Total:	0.00	31,406.97	40,000.00	8,593.03	79 %
340000 CHARGES FOR SERVICES					
345200 NON-RESIDENT FEE	0.00	374.70	500.00	125.30	75 %
Account Group Total:	0.00	374.70	500.00	125.30	75 %
360000 MISCELLANEOUS REVENUE					
360000 MISCELLANEOUS REVENUE	0.00	3,309.28	1,000.00	-2,309.28	331 %
360400 CARD REPLACEMENT	0.00	200.95	200.00	-0.95	100 %
360500 FINES	0.00	5,220.36	10,000.00	4,779.64	52 %
360600 BOOK & AV REPLACEMENT	0.00	966.49	1,000.00	33.51	97 %
360700 COPIER	0.00	4,234.12	4,000.00	-234.12	106 %
361000 INTEREST ON INVESTMENTS	0.00	0.00	5,000.00	5,000.00	0 %
Account Group Total:	0.00	13,931.20	21,200.00	7,268.80	66 %
370000 PLEDGES					
375000 DONATIONS	0.00	2,352.06	500.00	-1,852.06	470 %
375500 SUMMER READING PROGRAM	0.00	0.00	1,500.00	1,500.00	0 %
Account Group Total:	0.00	2,352.06	2,000.00	-352.06	118 %
Fund Total:	4,950.14	935,732.11	972,550.00	36,817.89	96 %
Grand Total:	4,950.14	935,732.11	972,550.00	36,817.89	96 %

7000 LIBRARY

Account	Beginning	Debit	Credit	Net Change	Ending Balance
ASSETS					
101000 CASH - OPERATING	707,947.14	4,950.14	154,841.06 (149,890.92)	558,056.22
172000 REVENUES(Credit)	(930,781.97)	0.00	4,950.14 (4,950.14)	(935,732.11)
Total ASSETS	(222,834.83)	4,950.14	159,791.20 (154,841.06)	(377,675.89)
LIABILITIES AND FUND EQUITY					
202100 ACCOUNTS PAYABLE	0.00	45,277.12	46,237.44	960.32	960.32
202200 Credit Card Payable	0.00	21.84	21.84	0.00	0.00
242000 Expenditures (Debit)	(1,205,876.39)	155,801.38	0.00 (155,801.38)	(1,361,677.77)
271000 Unreserved Fund Balance	983,041.56	0.00	0.00	0.00	983,041.56
Total LIABILITIES AND FUND EQUITY	(222,834.83)	201,100.34	46,259.28 (154,841.06)	(377,675.89)

Funds 7000-7000

Fund/Account/ Doc/Line # Check	Description	Invoice	Invoice Date	End Month/ Amount	Year to Date/ Period	Budget/ Vendor	Available Appropriation	%
7000 LIBRARY								
411600 LIBRARY								
110 PERMANENT EMP SALARIES								
PR 191200104	Employer Contributions		/ /	382.50	12/19			
PR 191200105	Payroll Expenditure		/ /	84,197.26	12/19			
	Object Total:			84,579.76	613,726.65	607,366.00	-6,360.65	101%
114 PART TIME SALARIES								
PR 191200106	Payroll Expenditure		/ /	7,630.51	12/19			
	Object Total:			7,630.51	118,534.26	85,000.00	-33,534.26	139%
209 CLASSIFIED ADS								
	Object Total:		/ /	0.00	0.00	0.00	0.00	%
220 SOCIAL SECURITY								
PR 191200107	Employer Contributions		/ /	6,909.69	12/19			
	Object Total:			6,909.69	54,149.54	53,372.00	-777.54	101%
230 RETIREMENT								
PR 191200108	Employer Contributions		/ /	6,223.41	12/19			
	Object Total:			6,223.41	84,018.88	86,706.00	2,687.12	97%
240 WORKFORCE SAFETY INSURANCE								
	Object Total:		/ /	0.00	1,022.28	1,800.00	777.72	57%
245 CONTINUING ED								
CL 88482 16 85446	ala		11/25/19	169.00	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 18 85446	ala		11/25/19	169.00	12/19	3161 FIRST INTERNATIONAL BANK &		
	Object Total:			338.00	2,178.63	2,500.00	321.37	87%
250 UNEMPLOYMENT								
	Object Total:		/ /	0.00	0.00	1,000.00	1,000.00	%
312 ATTORNEY								
	Object Total:		/ /	0.00	0.00	1,000.00	1,000.00	%
320 HEALTH INSURANCE								
PR 191200109	Employer Contributions		/ /	4,220.57	12/19			
	Object Total:			4,220.57	53,173.01	72,000.00	18,826.99	74%
333 BUILDING RENTAL								
CL 88248 2 85425	LIBRARY RENT DEC	05311	11/15/19	11,990.00	12/19	549 WF PUB SCHOOLS DIST #6		
	Object Total:			11,990.00	143,880.00	144,000.00	120.00	100%
340 TRAVEL & EDUCATION								
CL 88229 1 85234	travel & ed		11/22/19	143.50	12/19	3282 CARISSA HANSEN		
CL 88237 1 85241	TRAVEL & ED		11/22/19	84.00	12/19	2800 LAUREN NEPHEW		
CL 88238 1 85242	TRAVEL & ED		11/14/19	59.50	12/19	1747 MARY MURRAY		
CL 88240 2 85244	TRAVEL & ED		/ /	84.00	12/19	3458 MOLLY FLASPOHLER		
CL 88245 1 85248	TRAVEL & ED		11/22/19	84.00	12/19	3354 SARA ENGLER		
CL 88437 1 85256	TRAVEL		11/27/19	8.12	12/19	2929 BARBARA KEYES		
CL 88438 1 85257	TRAVEL		12/02/19	20.88	12/19	3415 BRITTANY ALDAYEL		
CL 88440 1 85259	TRAVEL REIMB		12/03/19	9.28	12/19	3417 CHELSEA SIMDORN		
CL 88445 1 85263	TRAVEL		12/04/19	7.06	12/19	3052 JANI CE BOBER		
CL 88446 1 85264	TRAVEL		11/27/19	13.92	12/19	3473 LI SA STAUFFER		
CL 88451 1 85269	TRAVEL		11/27/19	18.56	12/19	3354 SARA ENGLER		
CL 88482 4 85446	hilton		11/04/19	218.80	12/19	3161 FIRST INTERNATIONAL BANK &		

Funds 7000-7000

Fund/Account/ Doc/Line # Check	Description	Invoice Invoice Date	Invoice Date	End Month/ Amount	Year to Date/ Period	Budget/ Vendor	Available Appropriation	%
7000 LIBRARY								
411600 LIBRARY								
CL 88482 5 85446	hilton		11/04/19	229.50	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 6 85446	simonson		11/06/19	14.74	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 11 85446	holiday		11/21/19	18.54	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 12 85446	ramada		11/18/19	236.52	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 13 85446	ramada		11/18/19	236.52	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 14 85446	petro		11/21/19	32.88	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 19 85446	caseys		11/04/19	16.23	12/19	3161 FIRST INTERNATIONAL BANK &		
	Object Total:			1,536.55		4,296.52	5,000.00	703.48 86%
356 TELEPHONE								
			/ /					
	Object Total:			0.00		0.00	2,500.00	2,500.00 %
360 MISC PRINTING & MAILING								
CL 88227 1 85232	misc print	48562	11/15/19	364.43	12/19	16 BROKERAGE PRINTING		
CL 88243 1 85246	MISC MAIL		11/15/19	500.00	12/19	1483 PITNEY BOWES RESERVE ACCOUNT		
CL 88439 1 85258	MISC PRINT	48639	11/27/19	114.65	12/19	16 BROKERAGE PRINTING		
	Object Total:			979.08		5,754.99	7,000.00	1,245.01 82%
387 MEDICAL/VACCINES								
			/ /					
	Object Total:			0.00		0.00	500.00	500.00 %
399 RECRUITMENT/EMPLOYMENT TESTING								
			/ /					
	Object Total:			0.00		1,171.97	3,000.00	1,828.03 39%
410 OFFICE SUPPLIES								
CC 532 1	family fare		10/31/19	21.84	12/19	3212 VI SA ADMINISTRATION		
CL 88228 3 85233	office sup		/ /	199.96	12/19	351 BUSINESS ESSENTIALS		
CL 88231 1 85236	office sup	35533	11/13/19	71.16	12/19	2514 DAKOTA MAILING & SHIPPING		
CL 88232 1 85237	office sup	6724371	11/18/19	380.10	12/19	77 DEMCO		
CL 88244 1 85247	OFFICE SUP	351112576	10/31/19	130.00	12/19	3276 PREMIUM WATERS INC		
CL 88442 1 85261	OFFICE SUP	306627	11/27/19	139.48	12/19	999999 FINDAWAY WORLD LLC		
CL 88447 1 85265	OFFICE SUPP	3287063	12/02/19	278.96	12/19	3418 LOFFLER		
CL 88487 1 85450	supply	801387	11/30/19	154.00	12/19	3276 PREMIUM WATERS INC		
	Object Total:			1,375.50		14,475.85	18,000.00	3,524.15 80%
428 SERVICE AGREEMENTS-CONTRA								
CL 88230 1 85235	serv agree	2929	11/12/19	20.00	12/19	3457 CERTIRESTORE		
CL 88236 1 85240	SERV AGREE	S199840	11/12/19	159.00	12/19	3481 HOME & HEARTH		
CL 88444 1 85262	SERV AGREE		11/30/19	60.00	12/19	687 INFORMATION TECHNOLOGY DEPT		
CL 88453 1 85270	SERV AGREE	43172	11/21/19	180.00	12/19	3485 SENSOURCE		
CL 88455 1 85272	SERV AGREE	9841640054	11/07/19	129.60	12/19	1267 VERIZON WIRELESS		
CL 88471 1	SERV AGREE	9843706304	12/07/19	129.60	12/19	1267 VERIZON WIRELESS		
	Object Total:			678.20		14,596.82	15,000.00	403.18 97%
497 TECHNOLOGY								
CL 88234 1 85239	tech	25955422	11/20/19	442.89	12/19	2877 GREATAMERICA FINANCIAL		
CL 88441 1 85260	TECH	6727887	11/22/19	3,396.44	12/19	77 DEMCO		
CL 88485 1 85445	tech		11/14/19	10,202.05	12/19	2089 ENVI SI ONWARE, INC		
CL 88538 1	SOFTWARE UPDATES	175174	12/19/19	830.72	12/19	271 NETCENTER TECHNOLOGIES		
	Object Total:			14,872.10		54,995.15	50,000.00	-4,995.15 110%

Funds 7000-7000

Fund/Account/ Doc/Line # Check	Description	Invoice Invoice Date	Invoice Date	End Month/ Amount	Year to Date/ Period	Budget/ Vendor	Available Appropriation	%
7000 LI BRARY								
411600 LI BRARY								
640 FURNITURE & EQUIPMENT								
CL 88228 4 85233	furn & equip	/ /		656.96	12/19	351 BUSINESS ESSENTIALS		
CL 88232 2 85237	furn & equip	/ /		344.10	12/19	77 DEMCO		
Object Total:				1,001.06	7,737.29	12,000.00	4,262.71	64%
644 POSTAL METER RENT								
CL 88450 1 85268	POSTAL METER	3310176994	11/29/19	243.09	12/19	384 PITNEY BOWES		
Object Total:				243.09	1,172.85	1,500.00	327.15	78%
645 EQUIPMENT REPLACEMENT								
Object Total:				0.00	0.00	0.00	0.00	%
648 PROFESSIONAL PUBLICATIONS								
CL 88226 1 85231	prof		11/04/19	594.00	12/19	1695 BAKER & TAYLOR		
CL 88482 7 85446	ala		11/04/19	70.00	12/19	3161 FIRST INTERNATIONAL BANK &		
Object Total:				664.00	1,147.50	1,200.00	52.50	96%
649 PROGRAMMING								
CL 88228 1 85233	prog		11/26/19	35.78	12/19	351 BUSINESS ESSENTIALS		
CL 88240 1 85244	PROG		11/22/19	56.33	12/19	3458 MOLLY FLASPOHLER		
CL 88454 1 85271	PROG	2791122	12/01/19	533.00	12/19	2187 SWANK MOVIE LICENSING USA		
CL 88482 15 85446	hornbachers		11/26/19	6.43	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 17 85446	costco		11/26/19	87.89	12/19	3161 FIRST INTERNATIONAL BANK &		
Object Total:				719.43	7,925.54	11,000.00	3,074.46	72%
650 E RESOURCES								
CL 88241 1 85245	E RESOURCES	919173923	09/15/19	3,000.00	12/19	2126 OVERDRIVE, INC		
CL 88443 1 85266	E RESOURCES	98284471	11/30/19	1,057.65	12/19	1854 MIDWEST TAPE		
Object Total:				4,057.65	26,095.18	32,000.00	5,904.82	82%
653 CAPITAL IMPROVEMENTS								
Object Total:				0.00	0.00	0.00	0.00	%
661 SHIPPING								
Object Total:				0.00	1,333.24	0.00	-1,333.24	%
662 BOOKS								
CL 88226 2 85231	books	/ /		2,275.69	12/19	1695 BAKER & TAYLOR		
CL 88242 1 85250	BOOKS	0557506	11/06/19	139.62	12/19	3053 THE PENWORTHY COMPANY LLC		
CL 88436 1 85255	BOOKS	2034952786	11/25/19	420.73	12/19	1695 BAKER & TAYLOR		
CL 88456 1 85273	BOOKS	1603095	11/25/19	999.00	12/19	2517 WORLD BOOK, INC		
CL 88482 1 85446	amazon		11/05/19	133.99	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 2 85446	amazon		11/05/19	33.41	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 3 85446	amazon		11/05/19	98.36	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 8 85446	amazon		11/05/19	127.90	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88482 10 85446	amazon		11/18/19	65.97	12/19	3161 FIRST INTERNATIONAL BANK &		
CL 88483 1 85448	nd century code	14812819	11/14/19	65.07	12/19	308 MATTHEW BENDER & CO., INC		
Object Total:				4,359.74	89,682.52	100,750.00	11,067.48	89%

Funds 7000-7000

Fund/Account/ Doc/Line # Check	Description	Invoice Invoice Date	End Month/ Amount	Year to Date/ Period	Budget/ Vendor	Available Appropriation	%
7000 LI BRARY 411600 LI BRARY 663 MAGAZI NES		/ /					
	Object Total:		0.00	5,792.94	6,500.00	707.06	89%
664 AUDIO VIDEO		/ /					
CL 88226 3 85231 a-v		/ /	10.70	12/19	1695 BAKER & TAYLOR		
CL 88239 1 85243 A-V		11/26/19	364.88	12/19	1854 MI DWEST TAPE		
CL 88448 1 85266 A-V		11/22/19	546.22	12/19	1854 MI DWEST TAPE		
CL 88484 1 85449 book		98301901 12/06/19	9.99	12/19	1854 MI DWEST TAPE		
CL 88484 2 85449 book		98301902 12/06/19	14.99	12/19	1854 MI DWEST TAPE		
CL 88484 3 85449 book		98303330 12/06/19	71.97	12/19	1854 MI DWEST TAPE		
CL 88484 4 85449 book		98303331 12/06/19	191.72	12/19	1854 MI DWEST TAPE		
CL 88484 5 85449 book		98303333 12/06/19	113.72	12/19	1854 MI DWEST TAPE		
CL 88484 6 85449 book		98303334 12/06/19	189.33	12/19	1854 MI DWEST TAPE		
CL 88484 7 85449 book		98327901 12/11/19	89.48	12/19	1854 MI DWEST TAPE		
CL 88484 8 85449 book		98327903 12/11/19	44.58	12/19	1854 MI DWEST TAPE		
CL 88484 9 85449 book		98327904 12/11/19	32.24	12/19	1854 MI DWEST TAPE		
CL 88484 10 85449 book		98329757 12/13/19	49.97	12/19	1854 MI DWEST TAPE		
CL 88484 11 85449 books		98329758 12/13/19	339.39	12/19	1854 MI DWEST TAPE		
CL 88484 12 85449 book		98331960 12/13/19	156.84	12/19	1854 MI DWEST TAPE		
CL 88484 13 85449 book		98333525 12/13/19	39.99	12/19	1854 MI DWEST TAPE		
	Object Total:		2,266.01	22,497.82	31,500.00	9,002.18	71%
667 MEMBERSHI PS		/ /					
	Object Total:		0.00	670.00	1,200.00	530.00	56%
668 BINDI NG		/ /					
	Object Total:		0.00	0.00	0.00	0.00	%
669 INSURANCE		/ /					
	Object Total:		0.00	857.58	1,750.00	892.42	49%
671 SUMMER READI NG PROGRAM		/ /					
	Object Total:		0.00	0.00	0.00	0.00	%
672 EMERGENCY MEDICAL SUPPLI ES		/ /					
	Object Total:		0.00	244.83	250.00	5.17	98%
673 CLEANI NG SUPPLI ES		/ /					
CL 88228 2 85233 clean sup		/ /	31.32	12/19	351 BUSINESS ESSENTIALS		
	Object Total:		31.32	348.59	500.00	151.41	70%
674 HOMEWORK ROOM		/ /					
	Object Total:		0.00	0.00	0.00	0.00	%
682 STRATEGI C PLANNI NG		/ /					
	Object Total:		0.00	0.00	0.00	0.00	%

Funds 7000-7000

Fund/Account/ Doc/Line # Check	Description	Invoice Invoice Date	End Month/ Amount	Year to Date/ Period	Budget/ Vendor	Available Appropriation	%		
7000 LIBRARY									
411600 LIBRARY									
689 PROMOTIONAL ACTIVITIES									
CL 88246 1 85249	PROMO	2	11/30/19	90.00	12/19	2620 SHEYENNE HIGH SCHOOL			
CL 88482 9 85446	facebook		11/14/19	25.00	12/19	3161 FIRST INTERNATIONAL BANK &			
CL 88486 1 85451	library ad	05314	12/04/19	103.13	12/19	549 WF PUB SCHOOLS DIST #6			
CL 88488 1 85447	ad	2160721	11/30/19	120.20	12/19	104 FORUM COMMUNICATIONS			
CL 88489 1 85447	ad	2158468	11/30/19	159.60	12/19	104 FORUM COMMUNICATIONS			
	Object Total:			497.93		9,609.26	12,000.00	2,390.74	80%
724 CONSULTING/TESTING FEES									
			/ /						
	Object Total:			0.00		9,000.00	500.00	-8,500.00	***%
750 MI SC.									
CL 88232 3 85237	mi sc		/ /	247.64	12/19	77 DEMCO			
	Object Total:			247.64		703.26	750.00	46.74	94%
852 WEBSITE									
			/ /						
	Object Total:			0.00		0.00	0.00	0.00	%
870 CAPITALIZED ASSETS - OVER \$5,000									
			/ /						
	Object Total:			0.00		0.00	0.00	0.00	%
901 CATALOGING									
CL 88449 1 85267	CATALOGING	697446	11/30/19	191.51	12/19	3416 OCLC, INC.			
	Object Total:			191.51		2,064.28	6,000.00	3,935.72	34%
902 ONLINE DATE BASE (STATE)									
			/ /						
	Object Total:			0.00		0.00	0.00	0.00	%
903 HISTORY ROOM									
CL 88233 1 85238	hist center	2631075	11/06/19	188.63	12/19	2054 GAYLORD BROS., INC			
	Object Total:			188.63		1,817.54	2,500.00	682.46	73%
994 ODIN									
			/ /						
	Object Total:			0.00		7,003.00	5,000.00	-2,003.00	140%
	Account Total:			155,801.38		1,361,677.77	1,382,644.00	20,966.23	
521000 TRANSFERS OUT									
890 TRANSFERS OUT									
			/ /						
	Object Total:			0.00		0.00	0.00	0.00	%
	Account Total:			0.00		0.00	0.00	0.00	
	Fund Total:			155,801.38		1,361,677.77	1,382,644.00	20,966.23	

***Detail total may not match report total. The report total reflects the actual amount posting to the budget line. The detail includes all transactions that posted to the budget line during the period (including amounts that may have been closed).

Funds 7000-7000

Fund/Account/ Doc/Line #	Description	Receipt #	End Month/ Amount	Year to Date/ Period	Budget	Remaining to Reach Budget
7000 LI BRARY						
310001 PROPERTY TAXES						
RV 4721 15	COUNTY TAX COLLECTIONS		4,950.14	12/19		
		Account Total:	4,950.14	887,667.18	908,850.00	21,182.82
310002 DISCOUNT PROPERTY TAXES						
		Account Total:	0.00	0.00	0.00	0.00
335600 STATE AID						
		Account Total:	0.00	31,406.97	40,000.00	8,593.03
345200 NON-RESIDENT FEE						
		Account Total:	0.00	374.70	500.00	125.30
360000 MISCELLANEOUS REVENUE						
		Account Total:	0.00	3,309.28	1,000.00	-2,309.28
360300 STATE FUNDING						
		Account Total:	0.00	0.00	0.00	0.00
360400 CARD REPLACEMENT						
		Account Total:	0.00	200.95	200.00	-0.95
360500 FINES						
		Account Total:	0.00	5,220.36	10,000.00	4,779.64
360600 BOOK & AV REPLACEMENT						
		Account Total:	0.00	966.49	1,000.00	33.51
360700 COPIER						
		Account Total:	0.00	4,234.12	4,000.00	-234.12
361000 INTEREST ON INVESTMENTS						
		Account Total:	0.00	0.00	5,000.00	5,000.00
363400 GRANTS						
		Account Total:	0.00	0.00	0.00	0.00
363500 BOOK SALES						
		Account Total:	0.00	0.00	0.00	0.00
363600 LIBRARY PROGRAMMING						
		Account Total:	0.00	0.00	0.00	0.00
375000 DONATIONS						
		Account Total:	0.00	2,352.06	500.00	-1,852.06

Funds 7000-7000

Fund/Account/ Doc/Line #	Description	Receipt #	End Month/ Amount	Year to Date/ Period	Budget	Remaining to Reach Budget
7000 LI BRARY						
375500	SUMMER READING PROGRAM					
		Account Total:	0.00	0.00	1,500.00	1,500.00
399255	TRANSFER IN FROM LIBRARY MEMORIALS					
		Account Total:	0.00	0.00	0.00	0.00
		Fund Total:	4,950.14	935,732.11	972,550.00	36,817.89

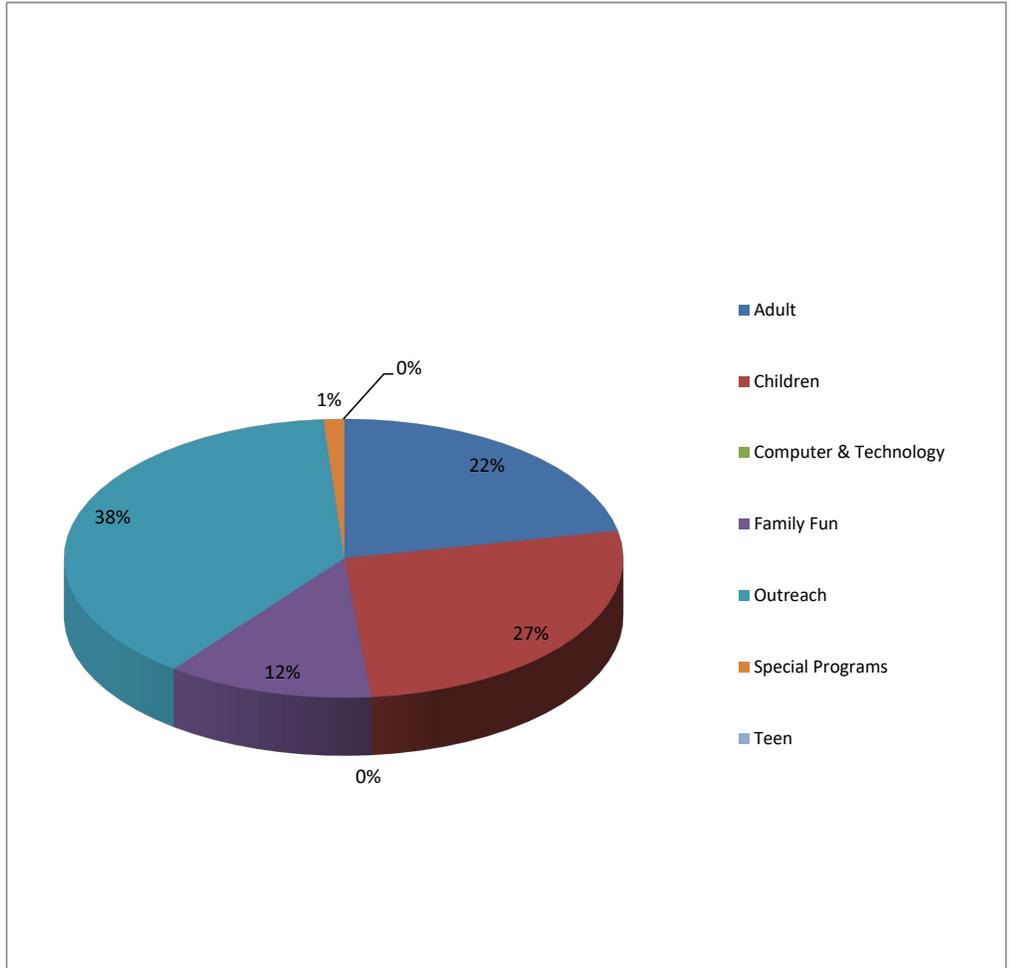
Fund	Department Name (Account)	Vendor #/Name	Description	Amount
7000	LIBRARY	202200 Credit Card Payable	3212 VISA ADMINISTRATION	family fare 21.84
7000	LIBRARY	411600 LIBRARY	1695 BAKER & TAYLOR	prof 594.00
7000	LIBRARY	411600 LIBRARY	1695 BAKER & TAYLOR	books 2,275.69
7000	LIBRARY	411600 LIBRARY	1695 BAKER & TAYLOR	a-v 10.70
7000	LIBRARY	411600 LIBRARY	16 BROKERAGE PRINTING	misc print 364.43
7000	LIBRARY	411600 LIBRARY	351 BUSINESS ESSENTIALS	prog 35.78
7000	LIBRARY	411600 LIBRARY	351 BUSINESS ESSENTIALS	clean sup 31.32
7000	LIBRARY	411600 LIBRARY	351 BUSINESS ESSENTIALS	office sup 199.96
7000	LIBRARY	411600 LIBRARY	351 BUSINESS ESSENTIALS	furn & equip 656.96
7000	LIBRARY	411600 LIBRARY	3282 CARISSA HANSEN	travel & ed 143.50
7000	LIBRARY	411600 LIBRARY	3457 CERTIRESTORE	serv agree 20.00
7000	LIBRARY	411600 LIBRARY	2514 DAKOTA MAILING & SHIPPING	office sup 71.16
7000	LIBRARY	411600 LIBRARY	77 DEMCO	office sup 380.10
7000	LIBRARY	411600 LIBRARY	77 DEMCO	furn & equip 344.10
7000	LIBRARY	411600 LIBRARY	77 DEMCO	misc 247.64
7000	LIBRARY	411600 LIBRARY	2054 GAYLORD BROS., INC	hist center 188.63
7000	LIBRARY	411600 LIBRARY	2877 GREATAMERICA FINANCIAL	tech 442.89
7000	LIBRARY	411600 LIBRARY	3481 HOME & HEARTH	SERV AGREE 159.00
7000	LIBRARY	411600 LIBRARY	2800 LAUREN NEPHEW	TRAVEL & ED 84.00
7000	LIBRARY	411600 LIBRARY	1747 MARY MURRAY	TRAVEL & ED 59.50
7000	LIBRARY	411600 LIBRARY	1854 MIDWEST TAPE	A-V 364.88
7000	LIBRARY	411600 LIBRARY	3458 MOLLY FLASPOHLER	PROG 56.33
7000	LIBRARY	411600 LIBRARY	3458 MOLLY FLASPOHLER	TRAVEL & ED 84.00
7000	LIBRARY	411600 LIBRARY	2126 OVERDRIVE, INC	E RESOURCES 3,000.00
7000	LIBRARY	411600 LIBRARY	3053 THE PENWORTHY COMPANY LLC	BOOKS 139.62
7000	LIBRARY	411600 LIBRARY	1483 PITNEY BOWES RESERVE	MISC MAIL 500.00
7000	LIBRARY	411600 LIBRARY	3276 PREMIUM WATERS INC	OFFICE SUP 130.00
7000	LIBRARY	411600 LIBRARY	3354 SARA ENGLER	TRAVEL & ED 84.00
7000	LIBRARY	411600 LIBRARY	2620 SHEYENNE HIGH SCHOOL	PROMO 90.00
7000	LIBRARY	411600 LIBRARY	549 WF PUB SCHOOLS DIST #6	LIBRARY RENT DEC 11,990.00
7000	LIBRARY	411600 LIBRARY	1695 BAKER & TAYLOR	BOOKS 420.73
7000	LIBRARY	411600 LIBRARY	2929 BARBARA KEYES	TRAVEL 8.12
7000	LIBRARY	411600 LIBRARY	3415 BRITTANY ALDAYEL	TRAVEL 20.88
7000	LIBRARY	411600 LIBRARY	16 BROKERAGE PRINTING	MISC PRINT 114.65
7000	LIBRARY	411600 LIBRARY	3417 CHELSEA SIMDORN	TRAVEL REIMB 9.28
7000	LIBRARY	411600 LIBRARY	77 DEMCO	TECH 3,396.44
7000	LIBRARY	411600 LIBRARY	999999 FINDAWAY WORLD LLC	OFFICE SUP 139.48
7000	LIBRARY	411600 LIBRARY	1854 MIDWEST TAPE	E RESOURCES 1,057.65
7000	LIBRARY	411600 LIBRARY	687 INFORMATION TECHNOLOGY	SERV AGREE 60.00
7000	LIBRARY	411600 LIBRARY	3052 JANICE BOBER	TRAVEL 7.06
7000	LIBRARY	411600 LIBRARY	3473 LISA STAUFFER	TRAVEL 13.92
7000	LIBRARY	411600 LIBRARY	3418 LOFFLER	OFFICE SUPP 278.96
7000	LIBRARY	411600 LIBRARY	1854 MIDWEST TAPE	A-V 546.22
7000	LIBRARY	411600 LIBRARY	3416 OCLC, INC.	CATALOGING 191.51
7000	LIBRARY	411600 LIBRARY	384 PITNEY BOWES	POSTAL METER 243.09
7000	LIBRARY	411600 LIBRARY	3354 SARA ENGLER	TRAVEL 18.56
7000	LIBRARY	411600 LIBRARY	3485 SENSOURCE	SERV AGREE 180.00
7000	LIBRARY	411600 LIBRARY	2187 SWANK MOVIE LICENSING USA	PROG 533.00
7000	LIBRARY	411600 LIBRARY	1267 VERIZON WIRELESS	SERV AGREE 129.60
7000	LIBRARY	411600 LIBRARY	2517 WORLD BOOK, INC	BOOKS 999.00
7000	LIBRARY	411600 LIBRARY	1267 VERIZON WIRELESS	SERV AGREE 129.60
7000	LIBRARY	411600 LIBRARY	3161 FIRST INTERNATIONAL BANK	amazon 133.99

Fund	Department Name (Account)	Vendor #/Name	Description	Amount
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	amazon	33.41
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	amazon	98.36
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	hilton	218.80
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	hilton	229.50
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	simonson	14.74
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	ala	70.00
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	amazon	127.90
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	facebook	25.00
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	amazon	65.97
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	holiday	18.54
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	ramada	236.52
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	ramada	236.52
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	petro	32.88
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	hornbachers	6.43
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	ala	169.00
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	costco	87.89
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	ala	169.00
7000 LI BRARY	411600 LI BRARY	3161 FIRST INTERNATIONAL BANK	caseys	16.23
7000 LI BRARY	411600 LI BRARY	308 MATTHEW BENDER & CO., INC	nd century code	65.07
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	9.99
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	14.99
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	71.97
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	191.72
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	113.72
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	189.33
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	89.48
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	44.58
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	32.24
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	49.97
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	books	339.39
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	156.84
7000 LI BRARY	411600 LI BRARY	1854 MIDWEST TAPE	book	39.99
7000 LI BRARY	411600 LI BRARY	2089 ENVISIONWARE, INC	tech	10,202.05
7000 LI BRARY	411600 LI BRARY	549 WF PUB SCHOOLS DIST #6	library ad	103.13
7000 LI BRARY	411600 LI BRARY	3276 PREMIUM WATERS INC	supply	154.00
7000 LI BRARY	411600 LI BRARY	104 FORUM COMMUNICATIONS	ad	120.20
7000 LI BRARY	411600 LI BRARY	104 FORUM COMMUNICATIONS	ad	159.60
7000 LI BRARY	411600 LI BRARY	271 NETCENTER TECHNOLOGIES	SOFTWARE UPDATES	830.72
Total for Fund:				46,237.44
Total:				46,237.44

WEST FARGO PUBLIC LIBRARY DECEMBER 2019 ATTENDANCE

DECEMBER 2019 PROGRAMS

Adult	128
Genealogy	5
Twisted Stitchers	28
Next Chapter Book Club/(Day)	12
Next Chapter Book Club/(Evening)	7
Third Thursday Book Club	6
Mah Jong (Tues./Wed.)	70
Children	156
Wiggle Worms Storytime (3)	14
Preschool Explorers Storytime(4)	24
Afterschool Art	14
STEM Explorers	10
Lego and Game Club	15
Snowmen STEM	5
Kids Blast!	74
Technology	0
Technology Tutoring	0
Family Fun	70
Friday Morning Movie	12
Lego Mania and Games	31
Gingerbread House Challenge	27
Outreach	225
Sheyenne Crossings	5
West Fargo High Rise	3
Dakota Commons	3
New Perspectives	0
Daycare Storytimes (15)	214
Special Programs	7
Pine Needle Weavers Sew&Chat	7
Teen	0
TAG Meeting	0
TOTAL	586



DECEMBER 2019 ATTENDANCE	2018	2019
Adult	152	128
Children	111	156
Computer & Technology	7	0
Family Fun	175	70
Outreach	333	225
Special Programs	193	7
Teen	6	0
TOTAL	977	586

**WEST FARGO PUBLIC LIBRARY
MONTHLY STATISTICAL DATA
DECEMBER 2019**

Attendance	Monthly Totals	Monthly Totals	Year to Date	Year to Date
	Dec. '18	Dec. '19	2018	2019
Attendance at the Afterschool Programs	33	39	579	393
Attendance at Story Times	275	252	3,629	4,730
Attendance at other Events	669	295	9,151	7,670
Attendance at Summer Reading Program	0	0	1,584	2,455
Total	977	586	14,943	15,248

Circulation	Monthly Totals	Monthly Totals	Year to Date	Year to Date
	Dec. '18	Dec. '19	2018	2019
Items checked out	7,150	5,433	114,149	112,154
Interlibrary loan received	36	0	552	476
Interlibrary loan sent out*	47	0	926	1,014
Total ILL	83	0	1,478	1,490
Total In house Circ.	7,186	5,433	114,701	112,630
Vending Machine	62	Not available	718	914
Total items circulated	7,248	5,433	115,419	113,544
Manual checkout of Book Club bks./2019	265	0	115,684	232
Read & Return Books/2019	377	0	116,061	255

*ILL sent out is not included in total items circulated (NDSL Annual Report) as of Feb. 2012

*Oct. 2018---Vending machine out of service

Computer Use	Monthly Totals	Monthly Totals	Year to Date	Year to Date
	Dec. '18	Dec. '19	2018	2019
Computer users	671	597	11,489	10,546
Laptop usage	0	2	36	39
Wi-fi sessions	8,478	Not available	104,134	194,922

*Sept. 2018 – logs lost by ITD

*Computer LL07 was out of order in July 2019

Hoopla	Monthly Totals	Monthly Totals	Year to Date	Year to Date
	Dec. '18	Dec. '19	2018	2019
eBooks (ebooks & comics)	101	170	1,213	1,959
eAudiobooks	83	213	1,426	2,777
eVideos (movies & television)	56	76	414	849
Music	19	16	168	359
Total Downloaded	259	475	3,221	5,944

Library2Go (Overdrive)	Monthly Totals	Monthly Totals	Year to Date	Year to Date
	Dec. '18	Dec. '19	2018	2019
eBooks	1,223	1,211	14,012	14,772
eAudiobooks	614	776	7,828	9,686
eVideos	8	2	68	56
Total Downloaded	1,845	1,989	21,908	24,514

New library card applications	Monthly Totals	Monthly Totals	Year to Date	Year to Date
	Dec. '18	Dec. '19	2018	2019
	158	75	2,108	2,218
Yearly Total			2,108	2,218

Proctoring Tests	Monthly Totals	Monthly Totals	Year to Date	Year to Date
	Dec. '18	Dec. '19	2018	2019
Tests taken	14	0	163	78

Remote Bookdrops	Monthly Totals	Monthly Totals	Year to Date	Year to Date
	Dec. '18	Dec. '19	2018	2019
Eagle Run	158	86	2,174	2,039
Cash Wise	157	131	2,934	3,038

Website Visitors	Monthly Totals	Monthly Totals	Year to Date	Year to Date
	Dec. '18	Dec. '19	2018	2019
Website hits	3,618	4,043	76,364	58,319

MEMORANDUM

TO: West Fargo Public Library Board of Directors

FROM: Carissa Hansen, Library Director

DATE: Jan. 3, 2020

SUBJECT: Proposed library reorganization

After thorough review of the Library's organizational structure, overall staffing needs and job descriptions, I am proposing the elimination of 2 part-time positions and 1 full-time position at the West Fargo Public Library. I am also proposing the addition of 2 new full-time positions. I am proposing the elimination of the full-time position titled "Administrative Assistant" and the creation of a new position titled "Office Coordinator", effective Feb. 29, 2020. After a review of the Administrative Assistant position, I determined that the functions of the position were no longer needed due to changes in the management and operations of the library. I also proposing the elimination of two part-time positions – "Technology Assistant" and "Marketing/Public Relations Assistant" – and the creation of 1 full-time position titled "Marketing Coordinator", effective Feb. 29, 2020. The new positions would be in place effective Mar. 1, 2020.

The proposed eliminated positions no longer meet the needs of the Library, and the nature of work needed as outlined in the new position descriptions (attached) for the 2 proposed positions is fundamentally different than that of the current positions. The 3 current staff members in each of the proposed eliminated positions will be invited to apply for the new positions. This action will lead to additional department efficiencies and better align with the needs of the library.

The funds from the current Administrative Assistant position will be used to fund the Office Coordinator position. The funds from the current Marketing/Public Relations Assistant and Technology Assistant positions, as well as surplus salary funds resulting from staff turnover, will be used to fund the Marketing Coordinator position.

The proposed library reorganization as outlined in this memo will be brought to the Library Board of Directors for approval on Thursday, Jan. 9, 2020.

Sincerely,

Carissa Hansen, Library Director



Marketing Coordinator Job Description

Department: Library
Reports To: Library Director
Pay Grade: 8
FLSA Classification: Non Exempt
Approved by:
Revision Date:

SUMMARY

Under general supervision, the Marketing Coordinator executes the communications strategic plan for the West Fargo Public Library. This position is responsible for event promotion through various channels, tracking and analytics, designing and implementing digital and print communications for campaigns, advertising, website, and social media.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Works with library and City Communications staff to develop and execute the Library's branding and strategic communications plan. Ensures alignment of the Library's branding and marketing content with the City's communications standards.
- Develops proactive communications programs for the Library, including website, social media, and printed materials. Plans and executes campaigns promoting the Library's impact in the community.
- Collaborates with library staff to determine advertising needs for library events and services and ensures timely publicity.
- Identifies and utilizes appropriate advertising channels to promote the Library's events based on intended target audiences. Provides input to the Library Director related to use of advertising funds and assists in planning for advertising funding for the annual operating budget.
- Designs printed and digital advertising materials promoting library events and services according to the Library's communications strategic plan and branding requirements.
- Plans and executes social media strategy and content. Explores expansion into new platforms.
- Trains library staff and creates best practice documentation for the Library's use of social media platforms in order to increase the Library's capacity to share customer stories, showcase library events, and promote reading culture.
- Develops, publishes and reviews content for the Library's website. Works in collaboration with City staff to plan for website design and upgrades.
- Analyzes key performance indicators for evaluating the Library's communications strategies, especially in relation to attendance at library events.
- Prepares informational brochures and material for library exhibits.
- Photographs and films library events.
- Assists the Library Director with written material and presentations for public presentations, annual reports, Library Board meetings, and City Commission meetings.
- Works safely, follows safe work practices, and identifies and reports unsafe work conditions.

- Performs other duties as required or assigned.

An individual in this position must be able to successfully perform the essential duties and responsibilities listed below. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of this position.

MINIMUM QUALIFICATIONS

- Associate's degree in communications or a closely related field.
- One year of previous experience in advertising, marketing, and/or public relations.
- Equivalent education and experience is acceptable.
- Ability to communicate information in a manner easily understood by the general public and use sound judgement.
- Knowledge of principles and practices of marketing communications, including public relations, print and digital media.
- Knowledge of AP style.
- Ability to create and maintain effective working relationships with peers, superiors, other City departments, media, vendors, contractors, external government agencies and organizations.

PREFERRED QUALIFICATIONS

- Experience with photography.
- Experience in graphic design, including Adobe InDesign, Photoshop, Illustrator, and/or similar programs.
- Previous experience working with website content management systems.
- Previous experience in analyzing communication metrics, including website, social media, and media outreach.

PHYSICAL AND MENTAL DEMANDS

While performing the duties of this job, the incumbent must regularly sit and talk or hear. The incumbent is frequently required to use hands to touch, handle or feel. The incumbent is occasionally required to stand and walk. The incumbent may be required to occasionally perform a full range of motion with lifting and/or carrying items weighing up to 35 pounds. The mental and physical requirements described here are representative of those that must be met by an individual to successfully perform the essential functions of this position.

WORKING ENVIRONMENT

Work is performed in a standard office environment. The noise level in the work environment is usually moderate. This position may require the incumbent to occasionally drive to alternative locations. The work environment characteristics described here are representative of those an individual encounters while performing the essential functions of this position.

I have read and understand the duties, responsibilities, and requirements for this position. *

Employee's Name (please print)

Employee Signature

Date

*This document does not create an employment contract, implied or otherwise, other than an "at-will" employment relationship. The City of West Fargo retains the discretion to add duties or change the duties of this position at any time.



Office Coordinator Job Description

Department: Library
Reports To: Library Director
Pay Grade: 10
FLSA Classification: Non Exempt
Approved by: Library Board
Revision Date:

SUMMARY

Under general supervision, the Office Coordinator carries out accounting, administrative, and clerical operations for the Library. This position is responsible for coordinating meeting rooms, signage, and facilities issues to ensure quality services to the public.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Assists the Library Director and library staff in monitoring the department's budget by assigning expenditures to the appropriate accounts; compiles budgetary information from various sources, enters information into proper accounts and generates reports.
- Performs cash handling operations; monitors and reconciles petty cash; prepares and makes bank deposits, tracks funds from various revenue sources.
- Develops and maintains the Library's file management, including electronic and physical systems.
- Prepares complex forms, listings, information and statistical reports; composes and types letters, forms, memoranda, and reports.
- Communicates with vendors to obtain cost estimates for supplies and services; monitors supplies and submits orders as instructed. Distributes ordered items. Ensures vendors have up-to-date contact and billing information.
- Handles and ensures resolution to issues with library facilities, informing and updating relevant library and facilities staff of the status of issues.
- Plans and coordinates on and offsite library signage to maintain consistent branding, including digital, directional, and materials signage.
- Schedules use of the Library's meeting rooms. Communicates with the public regarding appropriate use of Library meeting rooms, following established policy and procedures.
- Prepares agenda items for Library Board, City Commission or other meetings and ensures all necessary information is present and in proper format.
- Transcribes and/or takes minutes at library staff meetings and Library Board meetings.
- Responsible for development of and updates of the Library Board website page, including making all agenda information available to the public through the web site.
- Coordinates travel arrangements and continuing education for library staff.
- Maintains employee schedules in the employee time management system and other electronic systems.
- Works safely, follows safe work practices, and identifies and reports unsafe work conditions.

- Performs other duties as required or assigned.

An individual in this position must be able to successfully perform the essential duties and responsibilities listed below. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of this position.

MINIMUM QUALIFICATIONS

- Associate’s degree in administration or a related field.
- Requires three or more years of previous administrative support experience.
- An equivalent amount of education and/or experience is acceptable.
- Ability to create and maintain effective working relationships with peers, superiors, other City departments, vendors, contractors, external government agencies and organizations.
- Strong communication skills, both orally and in writing.
- Valid driver’s license.

PHYSICAL AND MENTAL DEMANDS

While performing the duties of this job, the incumbent must regularly sit and talk or hear. The incumbent is frequently required to use hands to touch, handle or feel. The incumbent is occasionally required to stand and walk. The incumbent may be required to occasionally perform a full range of motion with lifting and/or carrying items weighing up to 35 pounds. The mental and physical requirements described here are representative of those that must be met by an individual to successfully perform the essential functions of this position.

WORKING ENVIRONMENT

Work is performed in a standard office environment. The noise level in the work environment is usually moderate. The work environment characteristics described here are representative of those an individual encounters while performing the essential functions of this position.

I have read and understand the duties, responsibilities, and requirements for this position. *

Employee’s Name (please print)

Employee Signature

Date

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West Fargo Public Library Staffing Plan 2019-2029

Department	Current Staff	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Library	10 FT 14 PT (4 FTE) 14 FTE TOTAL	10 FT 14 PT (4 FTE) 14 FTE TOTAL	10 FT 14 PT (4 FTE) 14 FTE TOTAL	16	18	19	20	21	21	22	23	24 FTE

Background:

- The above figures are based on data from peer libraries serving a population of 35,000-50,000, as reported to the Institute of Museum and Library Services (see pages 12-13 of the peer comparative analysis report Memo 3b prepared by Anders Dahlgren). Currently, peer libraries within a 500-mile radius of West Fargo, serving 35,000-50,000, support an FTE of 32.75. So, at a current FTE of about 14, the Library should estimate a growth of approximately 20 FTE over the next 20 years. Meaning, by 2029, the Library should estimate a staffing level of 24 FTE.

Needs summary:

- The Library is currently understaffed compared to peer libraries supporting a service population of 35,000. Libraries in our regional cohort serving a population of 35,000 support an FTE of 22 (see page 8 of the peer comparative analysis report Memo 3a prepared by Anders Dahlgren).
- Programming is the Library's most important area of growth, and it is also the area that we are the most understaffed currently. In 2018, attendance at library events for children and adults totaled nearly 15,000 (up from approximately 7,000 in 2008 and 11,000 in 2013), with the majority of programming work done by 2 full-time Library Service Managers. The Library has since increased a part-time programming assistant position to full-time, but even with this increase, expansion, and even sustainability, of our programming is not feasible. To meet growing demand and population in West Fargo, we need more full-time staff who can take the goals/direction/vision for programming and execute.
- Another area of growth for us is direct, in-library customer service and providing library services offsite to people who can't come to the library – "outreach". Increasingly, people visit the library to seek help in reaching their goals. They don't just ask for help finding things – they ask for help *doing* things (using technology, writing resumes, filling out job applications, understanding legal forms, and applying for services). Currently, our public service desk is primarily staffed by part-time circulation assistants, a staffing model that makes it difficult to hire and train for expertise this type of service. Circulation assistants fill requests for items,

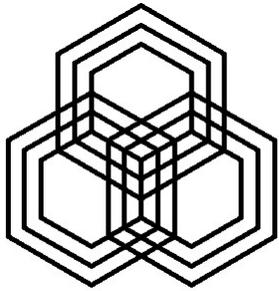
answer questions about patrons' accounts, handle and check items in, shelve items, and create a welcoming and customer-friendly environment as a first point of contact. The addition of full-time staff who perform shifts at our public service desk would allow us to build and provide expertise in helping people use the library's resources, provide reading recommendations, offer homework help for students, and provide help with navigating technology, career skills, citizenship, legal and social services, etc.

Plan detail:

- The priority in the Library's 10-year plan is to create full-time positions with the job title of "librarian" or similar that report to the 4 full-time Library Service Managers we currently have, prioritizing staff adds in the areas of programming and outreach. These librarians would split their time between direct public service (either in-library or offsite) and program planning and execution. For example, we could have a "teen librarian" who would report to the Youth Services Manager, and they would staff our public service desk for 15 hours per week and then also plan and execute programs for teens such as a makerspace or gaming club (examples).
 - Note: This is a common staffing model for librarian positions in public libraries across the country. The distinction between the "librarian" positions and the Library Service Manager positions is that the librarians may do things like plan programs on their own, but they wouldn't manage people or oversee entire service areas of the Library like the service managers do. Historically, because of our size, "librarian" has equated to "manager" at the West Fargo Public Library. That is not the case in larger public libraries. Even if we look to City of Fargo – librarian does not equate to manager. There would be fewer minimum requirements and essential functions for librarians than for the service managers.

Next steps:

- Library management team (Director and Library Service Managers) will analyze other library organizational charts to learn about options for how departments in the Library can evolve, and discuss and prioritize asks for specific positions in preparation for future budget cycles.
- Director will discuss with stakeholders (Board, City, library staff) succession planning and/or the possibility of adding a deputy director as part of the 10-year staffing plan.
- Library Board and Director advocate for the Library's 10-year staffing plan when it is presented to the City Commission as part of the City's 10-year staffing plan.



HIGHLY IMPORTANT MEMO #3a

TO: Sandra Hannahs, et.al.
 FROM: Anders C. Dahlgren
 PHONE: 309-846-2836
 DATE: October 1, 2019
 ABOUT: Peer comparative / trendline analysis current-day cohort

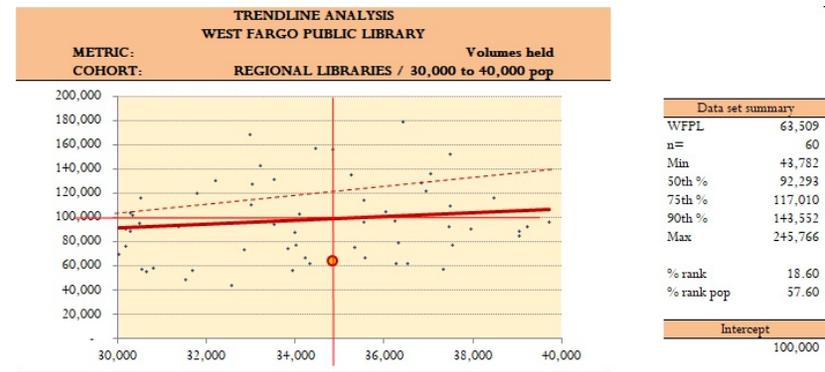
This memo reports out the results of the peer comparative analysis for the cohort of peer libraries used to assess the current state of the library. The cohort was first delimited by population served to range from 30,000 to 40,000 population, bracketing the library's current service population ($\pm 34,800$). The peer cohort was then filtered to include libraries within the region, defining "region" as within roughly a 500-mile radius of West Fargo. The cohort was further filtered to include only libraries that operate a single facility; libraries in this population and geographic range that operate one or more branches were not included.

Volumes held

As of 2017, the library's print inventory stood at 63,509 items. Based on the experience of this peer cohort, this places the library below the trendline, indicating that the current inventory is smaller than would otherwise be expected for a library serving 34,800+ population.

Based on the experience of the regional peer cohort, a library serving 34,800 population would be expected to support a collection of 100,000 volumes.

There are many reasons why the library might fall behind the "expected" result on this measure, not the least of which is the recent rapid growth within the community. It's difficult for any public service to keep pace with such rapid growth.

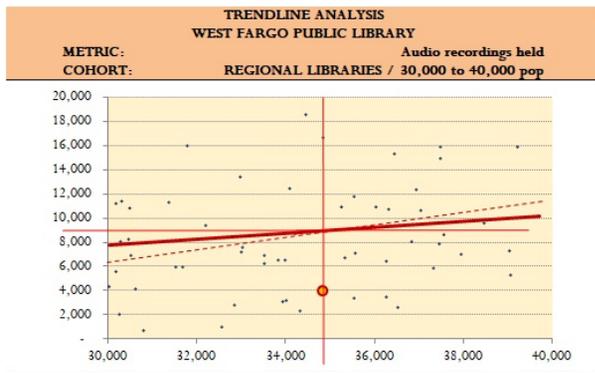


Note the variation between the historic trendline and the current trendline. The historic trendline is higher than the current-day trendline, indicating libraries in this group have largely reduced print inventories over the last ten years. Although the rate of decrease varies across the population spectrum, it is roughly a 15% reduction.

Audio recordings held

According to its 2017 annual report West Fargo maintains a collection of 3,935 audio recordings. As was the case with the print collection, this places the library below the trendline. Based on the experience of the library’s current-day regional peers, a library serving 34,800 population would be expected to maintain a collection of 9,000 audio recordings.

Note how the historic trendline compares with the current-day trendline. It lies below the current-day trendline among smaller libraries in the cohort, above the trendline among larger libraries in the cohort. It’s almost as if this cohort is sending a mixed message as to recent collection development patterns regarding audio recordings.

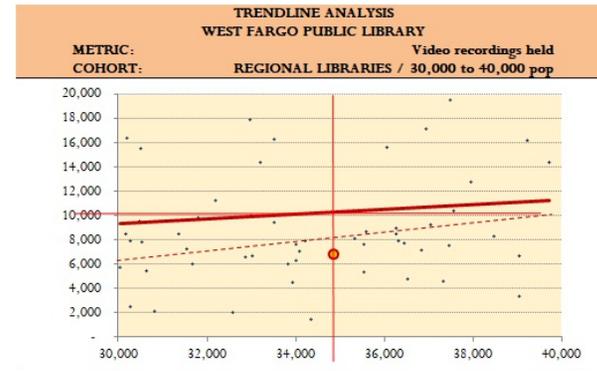


Data set summary	
WFPL	3,935
n=	60
Min	741
50th %	7,729
75th %	11,223
90th %	15,852
Max	31,517
% rank	16.90
% rank pop	57.60
Intercept	9,000

Video recordings held

WFPL’s current inventory of video recordings numbers 6,816 items. This places the library below the trendline, but the differential is clearly less than was the case with regard to audio recordings and slightly less than was the case with print. Based on the experience of the library’s current-day regional peers, West Fargo would be expected to maintain a collection of 10,200 video recordings today.

For this measure, the historic trendline is below the current-day trendline. Over the last ten years, the libraries in this cohort have grown video inventories. While print collections are decreasing and audio recordings are mixed to little changed, video holdings are clearly continuing to grow.

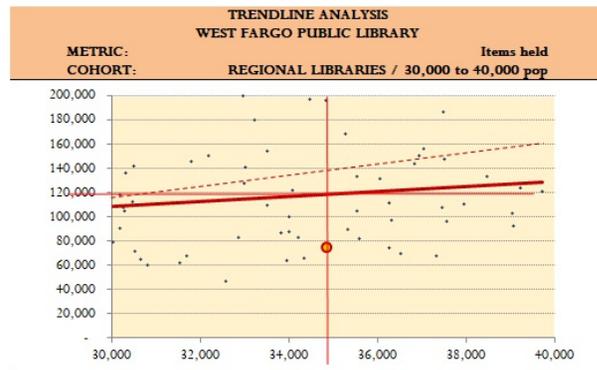


Data set summary	
WFPL	6,816
n=	60
Min	1,437
50th %	8,220
75th %	14,406
90th %	19,719
Max	23,446
% rank	28.80
% rank pop	57.60
Intercept	10,200

Items held

Another way to consider collections is to think in terms of the combined, aggregate holdings of the library, instead of thinking in terms of the common component formats held by the typical public library (print, audio, video). This approach, it can be argued, constitutes a more holistic tack, suggesting that the collection is fluid and that the balance among formats will shift over time.

The library maintains a combined collection of 74,260 items. Given the combined experience of the library's regional peers, it would be "expected" to maintain a collection of 118,000. It is not surprising that the library's result is below the cohort trendline on this measure, given the library's results in the format-specific measures described above.

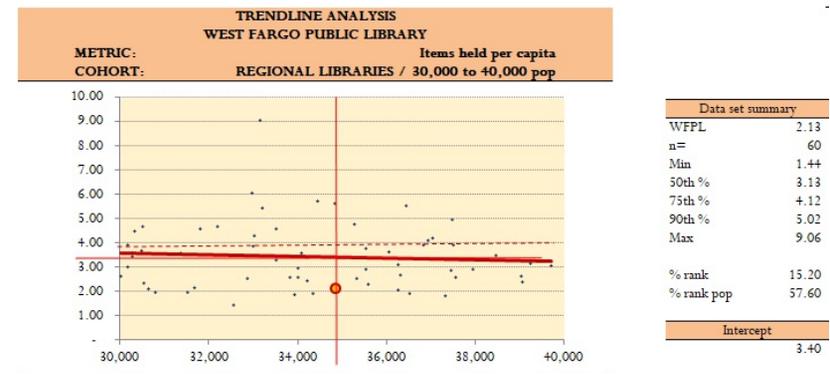


Data set summary	
WFPL	74,260
n=	60
Min	46,822
50th %	110,049
75th %	142,440
90th %	180,755
Max	300,370
% rank	18.60
% rank pop	57.60

Items held per capita

An alternate way to get at a service benchmark for total items held is based on the ratio of items held per capita. A similar variation could, of course, be explored for any of the collection measures discussed previously.

West Fargo's 74,260 item collection translates to a collection of 2.13 items per capita. Based on the experience of the library's regional peer cohort, a library serving 34,800 population would be expected to provide a combined collection inventory at a ratio of 3.40. Multiplying this rate against the library's current population produces a combined collection recommendation of 118,517, differing only slightly from the preceding result.



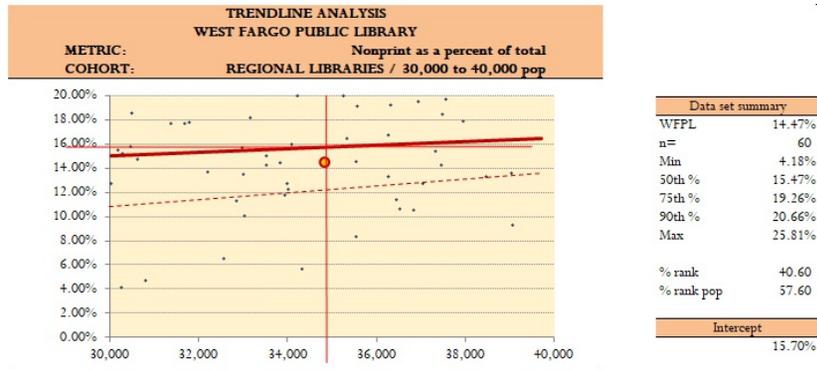
Data set summary	
WFPL	2.13
n=	60
Min	1.44
50th %	3.13
75th %	4.12
90th %	5.02
Max	9.06
% rank	15.20
% rank pop	57.60

Nonprint as a percent of total holdings

Even when approaching collection size from a holistic perspective, it can be useful to anticipate how the collection is likely to be allocated into print and nonprint formats, which is where the measure “nonprint as a percentage of total holdings” comes into play.

Based on the experience of the library’s regional peer group, West Fargo PL would be expected to maintain a nonprint collection that represents 15.70% of the total inventory. In fact, the present nonprint collection represents 14.47% of total inventory.

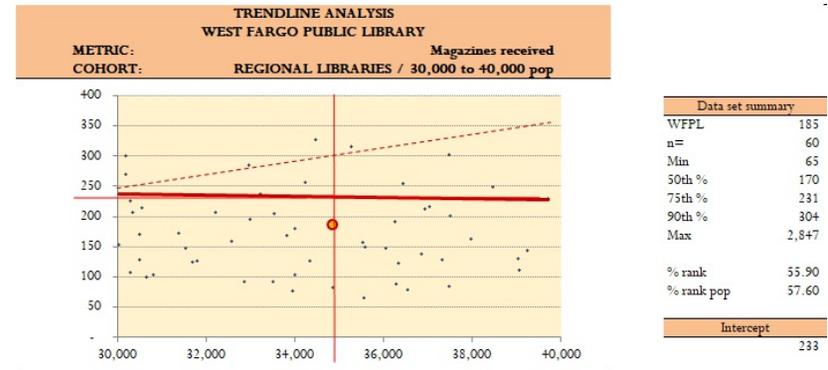
Among collection measures examined previously, this result, while falling below the trendline, is the library’s closest result seen yet to matching the trendline. Although several of the preceding measures suggest the library is presently under-resourced, this measure suggests the general balance within the collection between print and nonprint resources is roughly what it should be.



Magazines received

As of 2017, West Fargo received 185 magazines and newspapers. Based on the experience of the library’s regional peers, the “expected” subscription list includes some 233 titles.

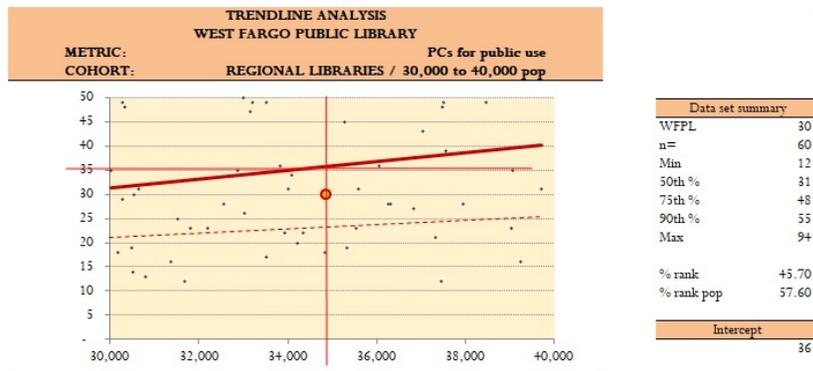
In practical terms, the number of magazines received by most public libraries is of little consequence as regards space needs. For most of the current century, public libraries across the country have been reducing physical inventories of magazines. This literature is increasingly and more readily available in electronic form. Physical magazines today increasingly support casual, browsing uses, which can be satisfied with fewer titles. Moreover, as general use of magazines in most public libraries shifts from information-seeking purposes to casual use, it has reduced the impetus to maintain extensive back issue collections. Most libraries over the last ten years have dramatically reduced the duration of their magazine backfiles, greatly reducing the space needed to support magazines.



Technology stations for public use

Over the last three decades or so, as more and more content is available electronically, libraries support access to that content by providing computer hardware connected to network resources for patrons to use. Because each technology station requires a certain floor area, providing a suitable number of such stations creates a need for a certain definable amount of space. At the same time, there are hints at evidence that more and more users are bringing their own internet-connect-able devices to the library and logging in to the library's wireless network. In the years to come, this may impact the number of physical stations the library needs to offer to support access to e-content.

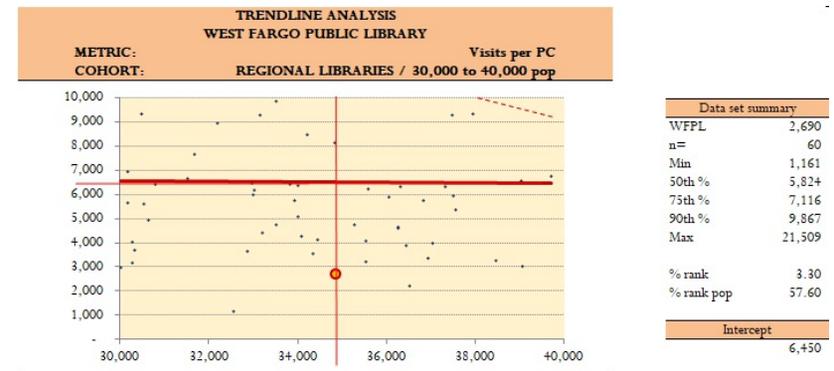
As of 2017, West Fargo provided 30 technology stations for public use. Based on the experience of its current-day regional peer cohort, a library serving 34,800 could expect to provide 36 stations.



Technology stations and annual visits

Another way to look at how many technology stations a library should provide is to consider the relationship between annual visits and technology stations. There is an intuitive relationship between foot traffic through the door and the number of computer stations a library needs to provide. As more individuals come into the library, it follows that there will be increased demand for access to e-content. So the ratio of visits to the number of technology stations becomes a useful metric. A lower number translates into less "competition" for each technology station and greater access.

According to the experience of the library's regional peer cohort, a library serving 34,800 should offer one technology station for every 6,450 visits. West Fargo, in fact, offers one for every 2,690 visits. Given the foot traffic entering the library, West Fargo provides about twice as much access to e-content through its technology stations as might otherwise be expected.



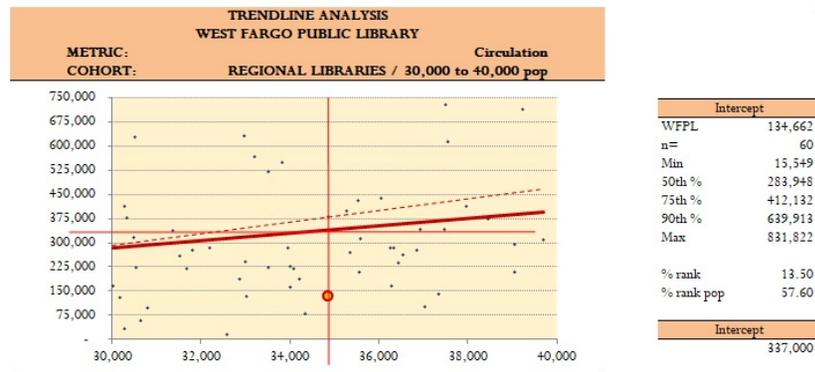
Circulation

The most common measure of library activity is circulation – the number of items patrons borrow per day, per week, per month, per year. It’s not the only measure of library activities, but it is certainly the most common.

In 2017, West Fargo PL logged 134,662 circulation transactions. Based on the experience of the library’s regional peer cohort, a library serving a population of similar size would be expected to log around 337,000 circulation transactions.

This would suggest the West Fargo PL is under-utilized. The reasons are not evident from the data at hand, but could be the focus of discussions during the coming site visit.

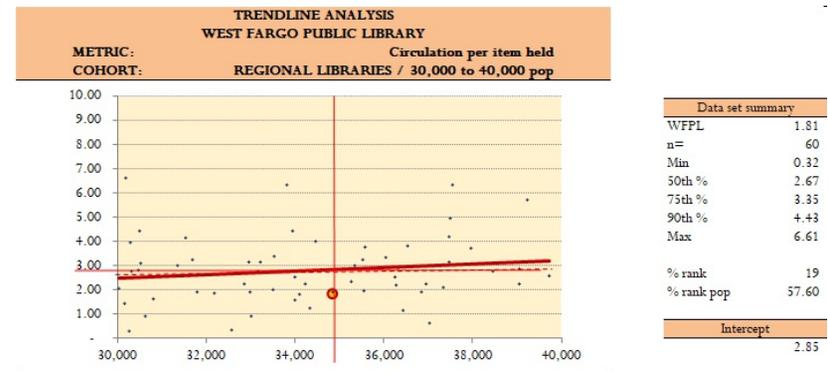
Note the position of the historic trendline. Among this group, circulation has decreased over the last ten years.



Circulation per item held

Another take on circulation is circulation per item held – the average number of times per year each item in the collection is borrowed and returned. Sometimes this is called “turnover rate.” Some maintain it can be a measure of the responsiveness of the collection. A higher turnover rate can be an indicator of a greater economy in the collection: more use with fewer materials.

West Fargo registers 1.81 circulations per items held per the most recent annual report submitted to the IMLS. The experience of the regional peer cohort suggests a target of 2.85.

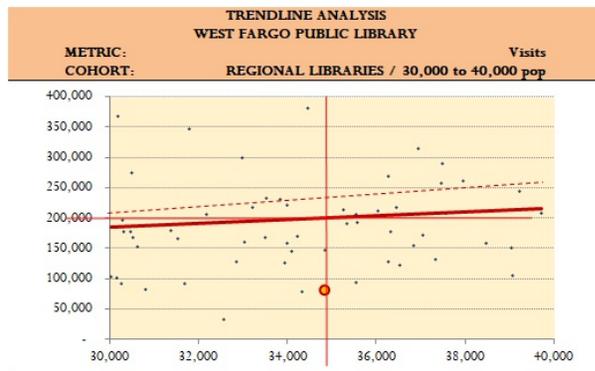


Visits

The total number of visits per year is another common measure of library use. Often visits and circulation interact, as more people come into the library, circulation often increases, too.

In 2017, West Fargo recorded 80,711 visits to the library. Based on the experience of the library’s regional peer cohort, a library serving 34,800 population could expect to tally 200,000 visits. Along with total circulation, this suggests the library may be under-utilized. We may wish to explore possible reasons during our upcoming site visit.

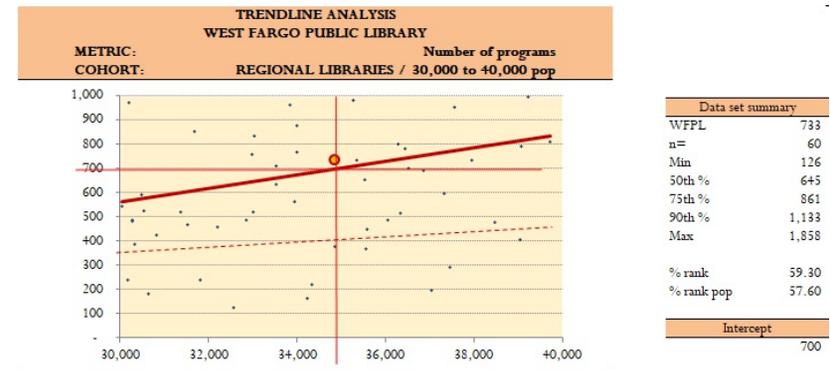
Note the position of the historic trendline on this measure and on total circulation. In both cases, the historic trendline is above the current trendline, indicating that libraries in this cohort have experienced decreases in both measures of use over the last ten years.



Program events

The number of program events is becoming an increasingly meaningful measure. Over the last ten years, public libraries collectively have sponsored more and more and more programs (note the differential between the historic and current-day trendlines here). Multi-purpose rooms and meeting spaces of various types and scales are in increasing demand.

In 2017, West Fargo reported offering 733 program (adult + teen + youth). Based on the experience of the library’s regional peers, the expected number of programs to sponsor is 700. Moreover, because the library’ maintains a leaner staff complement than do its peers (see following discussion), the number of programs sponsored per FTE staff is an impressive 70.48 – against a regional peer cohort “expected” result of 35.00.

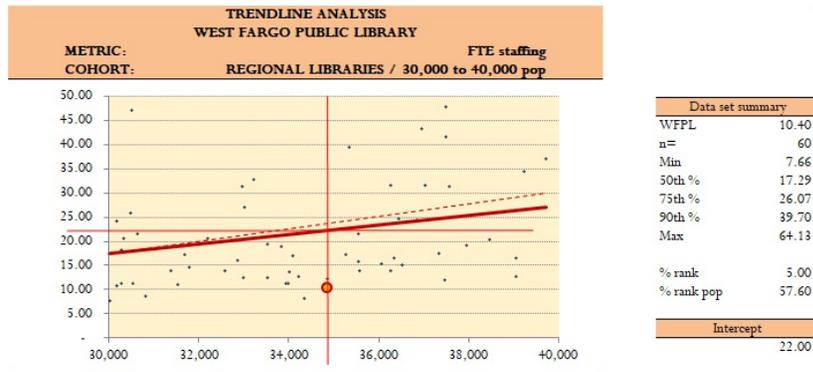


Total FTE staffing

The library’s staffing complement (measured in FTEs – full-time equivalents) is a key resource determine the extend and variety of service aa library can offer.

West Fargos’s staffing complement numbers 10.40 FTE staff. The experience of the library’s regional peer cohort suggests a library serving 34,800 might expect to have a staff of roughly twice that – 22.00 FTEs.

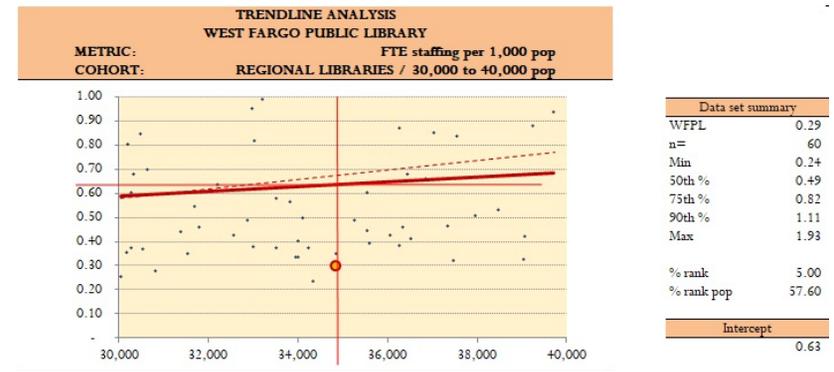
Note how little variation there is between the historic and current-day trendlines. Libraries in this cohort have, by and large, not increased staffing levels over the last ten years.



FTE staffing per 1,000 population

Another way to look at staffing is to refract it through the lens of how large the service jurisdiction is – FTE staffing per 1,000 population. In broad terms, FTE staff per 1,000 population decreases as service population grows, averaging somewhat greater than 2.0 per 1,000 population for the smallest of U.S. public libraries, and decreasing sharply to a bit over 0.50 by the time a library’s service population reaches 50,000, and ultimately settling in at slightly below 0.50 by the time a library’s service population reaches 100,000.

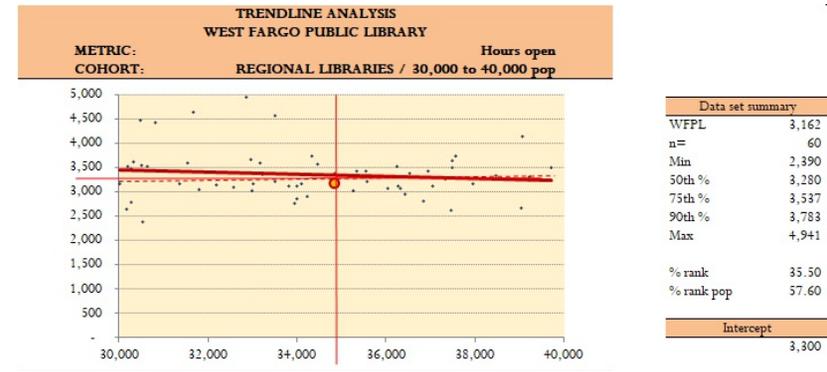
West Fargo PL’s staffing levels translate into a ratio of 0.29 FTE per 1,000 population. The experience of its regional peer cohort suggests a staffing ratio of 0.63 per 1,000 population. This reiterates, from a different vantage point, the previous result.

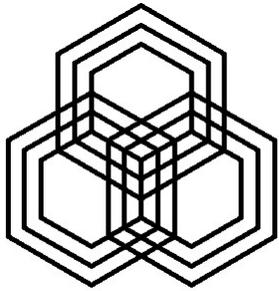


Hours open

The last measure to be discussed is hours open. This is important because it can impact several of the other measures discussed here. A library that is open more hours than another is likely to receive more visitors, is likely to generate more circulation transactions, will have more opportunities to sponsor more programs. So if a library is open fewer hours than other libraries in a cohort group, that might contribute to possible corresponding shortfalls in other measures.

Based on the experience of West Fargo’s regional peer cohort, a library serving 34,800 population would be expected to offer 3,300 hours of service per year. This corresponds to 63 hours per week. West Fargo was open just under that target in 2017 – 3,162 hours, about 61 hours a week.





HIGHLY IMPORTANT MEMO #3b

TO: Sandra Hannahs, et.al.
FROM: Anders C. Dahlgren
PHONE: 309-846-2836
DATE: October 1, 2019
ABOUT: Peer comparative / trendline analysis projected population cohort

This memo reports out the results of the peer comparative analyses for the two cohorts of peer libraries used to identify potential future resource and service inventory goals for the West Fargo PL. The cohort was first delimited by population served to range from 35,000 to 50,000 population, bracketing the library's projected service population (41,700). The first of these cohorts included all of the libraries nationwide within the stated population range. The second cohort was a subset of the first, including only those libraries to be found in the region, defining "region" as within roughly a 500-mile radius of West Fargo. Both cohorts were further filtered to include only libraries that operate a single facility; libraries in this population and geographic range that operate one or more branches were not included.

These cohorts are meant to suggest possible resource and service inventory goals the West Fargo Public Library might aspire to as it grows to become a jurisdiction serving a population of 41,700 by the year 2040. The idea is to select a group of libraries with similar essential characteristics to West Fargo. assess their collective experience and identify what that says about a library that serves 41,700 population.

At the same time, it's absolutely essential to keep in mind the fact that all of these measures are fluid. They change over time. An analysis based on current-year data does not dictate conditions the library will face as it approaches its Year 2040 planning horizon. But it can serve as an indicator, especially if it is tempered in an effort to factor in shifting characteristics over time.

With this in mind, the historic trendline calculated for each measure will likely play into how these findings are ultimately interpreted and assimilated. Likewise, the broad national trends discussed previously. Even so, the shifting patterns of the past do not guarantee similar experiences in the future. But they are a reminder of the fluidity of these measures and the need to acknowledge that fluidity. And they provide insight as planners look forward and establish future resource and service inventory goals for the library.

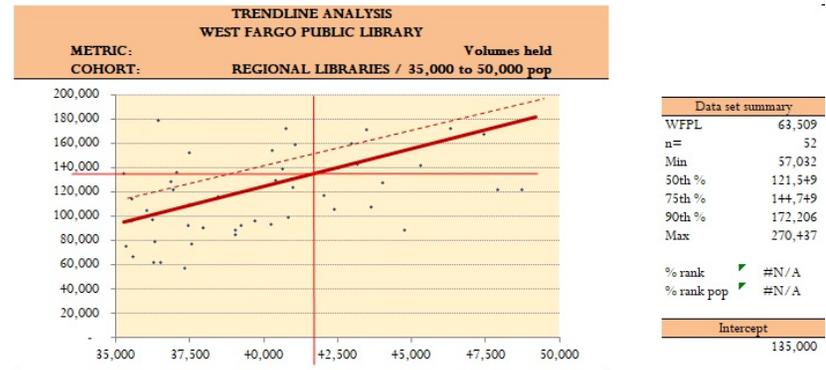
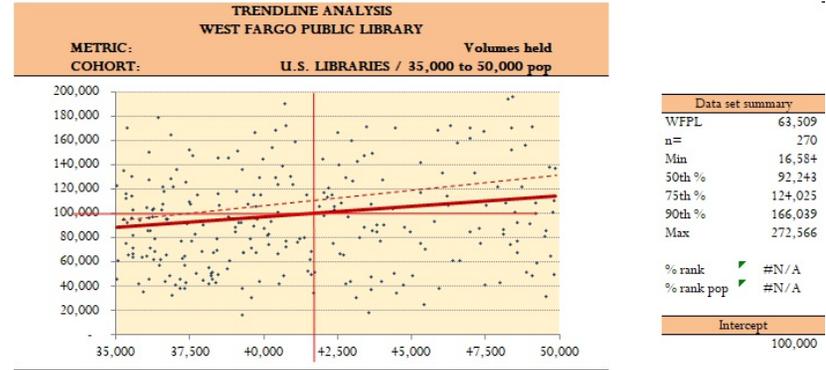
Volumes held

The West Fargo Public Library maintains a collection of 63,509 volumes today. The trendline analysis that put the library in the context of current-day peer libraries suggests that the library is under-resourced. The experience of the current day regional peer cohort suggests that the library should have a print collection of 100,000 volumes today.

Two peer cohorts were assembled for this examination. The cohorts were intended to correspond with the West Fargo service jurisdiction as it will be in the year 2040. One cohort included all libraries nationwide serving 35,000 to 50,000 population; the other was a subset of the first, limited to all libraries in the region, with “region” defined as within a 500-mile radius of West Fargo.

The experience of the national cohort suggests that the library should anticipate a print collection of 100,000 volumes; the experience of the regional cohort suggests a collection of 135,000 print volumes.

The difference between the two reveals variations in service heritage in different parts of the country. Higher result from the regional cohort reflect the fact that communities in the upper Midwest have generally provided support for public library service at a higher level. The national cohort includes portions of the country that do not share that heritage.



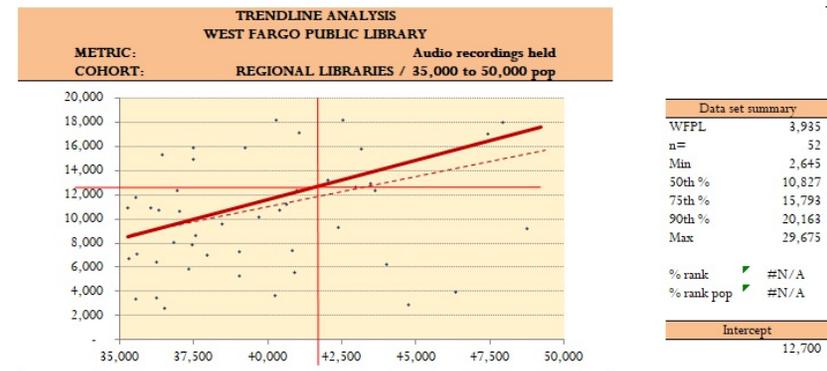
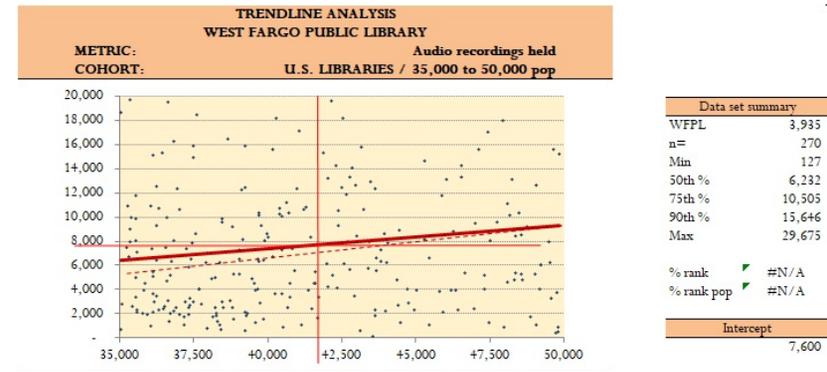
Audio recordings held

The experience of the national peer cohort suggests that the West Fargo Public Library could anticipate a collection of 7,600 audio recordings by the year 2040, when the library's service population is expected to reach 41,700. The experience of the library's regional peer cohort suggests a collection of 12,700.

The library presently maintains an audio collection of just under 4,000 items.

Once again, the regional cohort produces a more assertive benchmark than the national cohort does. Once again, this reveals the variations in service heritage in different parts of the country. The national cohort includes parts of the country that have not historically offered the same degree of support for public library service as is the case in the upper Midwest.

Note the historic trendlines in the national and regional cohorts. In both instances, the historic trendlines are below the current-day trendlines, if only by a small bit. Even this smaller variation is notable, given the broader historic national trends toward leaner inventories for audio recordings.



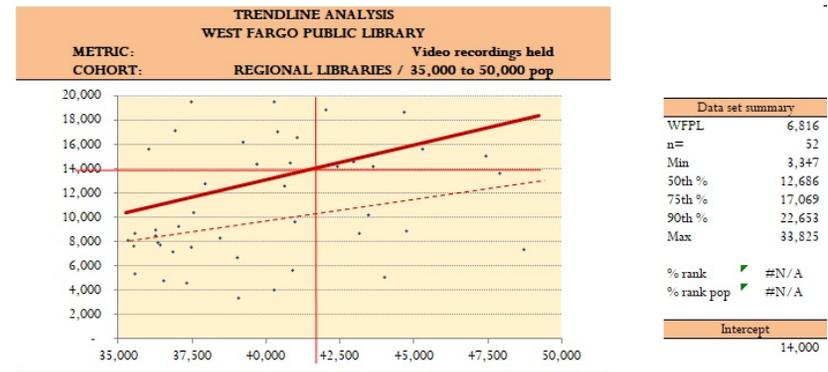
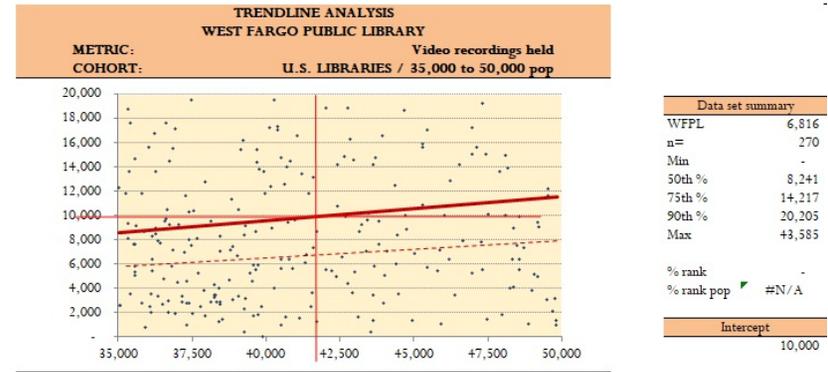
Video recordings held

The experience of the library’s national peer cohort suggests that WFPL should anticipate a collection of 10,000 video recordings. The experience of the library’s regional peer cohort suggests a collection of 14,000 items. Today, the library’s video collection numbers 6,816 items.

A comparison between the national and regional results again highlights a notable differential. The variations in service expectation and service heritage among different parts of the country is apparent.

There is also a notable differential between the historic and the current-day trendline in each cohort. In the national cohort, the current-day trendline is above the historic trendline by a margin of about 50%. In the regional cohort, the current-day trendline is up by a margin of about 40%. Both cohorts confirm the broad national trend discussed elsewhere that video holdings are, in effect, the only portion of the typical public library’s collection inventory that is growing today.

These trends can and should factor into any determination as to what West Fargo’s future collection inventory goal should be. Planners must keep in mind that this analysis uses current-year data to suggest a goal that will apply in a future-year state. All of these measures shift with time, and by the time Year 2040 arrives, these measures will be different. The trick is to identify how.

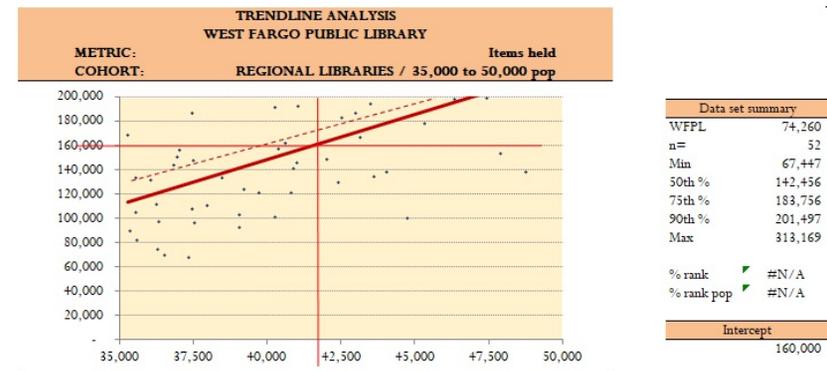
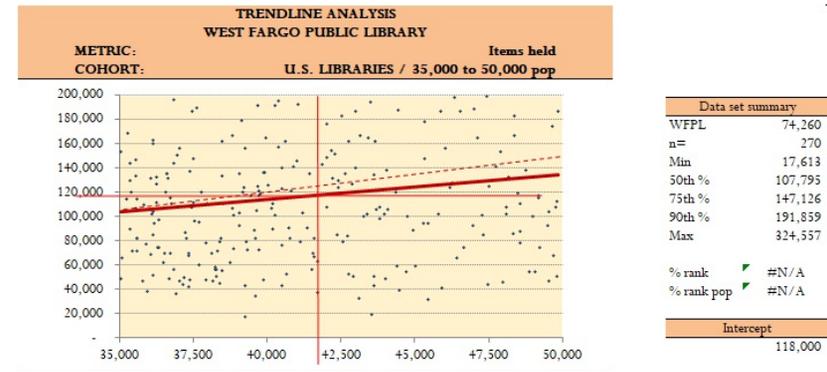


Items held

Planners for the West Fargo PL will need to determine a preferred approach to defining a future inventory goal. One track devises a forecast for each of the primary formats held in the typical public library – print / audio / video – using the measures described above. The other considers the collection as a whole. One of the next two measures would be applied if local planners prefer to consider the collection as a conceptual whole.

The experience of the national peer cohort suggests West Fargo should plan for a combined collection of 118,000 items. The recommendation emerging from the regional peer cohort suggests a collection of 160,000 items. The regional cohort recommendation is, once again, more assertive.

If one adds together the format-specific recommendations discussed previously that emerged from the national cohort, the combined inventory is 117,600 items. If one adds together the format-specific recommendations from the regional cohort, the combined inventory totals 151,700 items. There happens to be a greater variation between the results at the regional level than at the national level, but in each case these alternate approaches to defining future collection size are largely mutually-confirming.



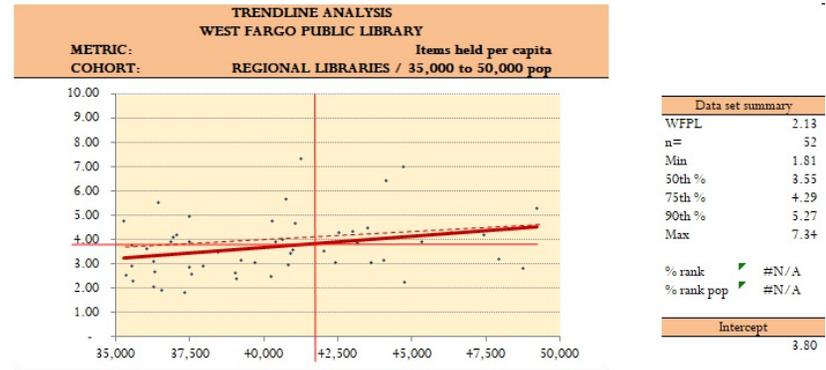
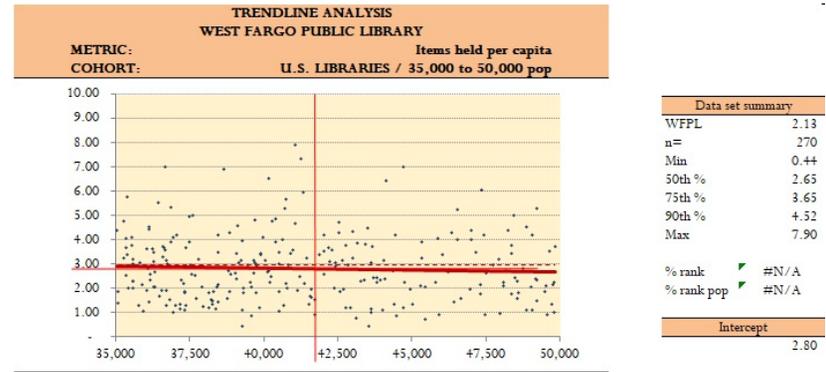
Items held per capita

The alternate means of defining a benchmark for recommended collection size is based on items held per capita.

Based on the experience of the library’s national peer cohort, West Fargo should expect to maintain a collection of 2.80 items per capita. Against a year 2040 projected service population of 41,700, this corresponds to a collection of 116,760 items.

Based on the experience of the regional peer cohort subset, West Fargo should expect to maintain a collection of 3.80 items per capita, which translates to a collection of 158,460 total items, against a projected service population of 41,700.

In considering any of these collection benchmarks as a future service inventory goal for the West Fargo Public Library, keep in mind the broad service trends described elsewhere: among all public libraries nationwide, volumes held per capita peaked in 2003; audio recordings held per 1,000 population peaked in 2009; at the same time, video holdings per population continues to increase, albeit at a slower rate than was the case ten years ago.

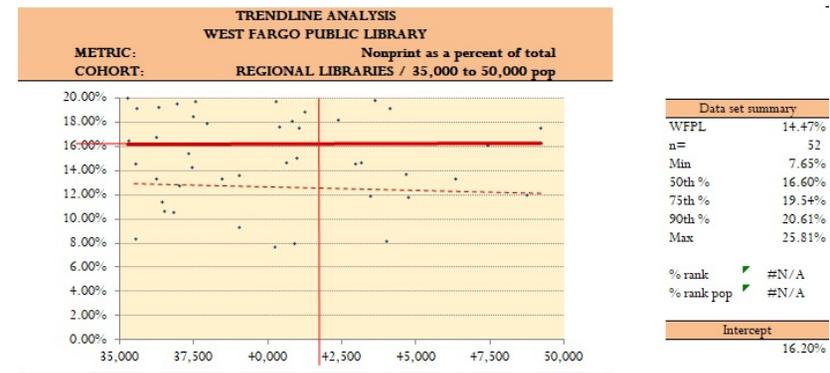
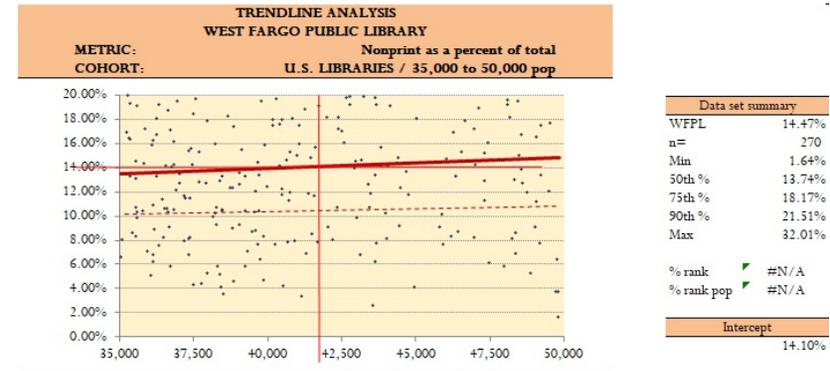


Nonprint as a percent of total holdings

“Nonprint as a percent of total holdings” is a companion measure to “Items held per capita,” suggesting how a library’s collection could (or should) be deployed between print and nonprint holdings.

Based on the experience of the library’s national peer cohort, 14.10% of the collection should be allocated to nonprint material. Based on the experience of the library’s regional peer cohort, 16.20% of the collection should be allocated to nonprint material.

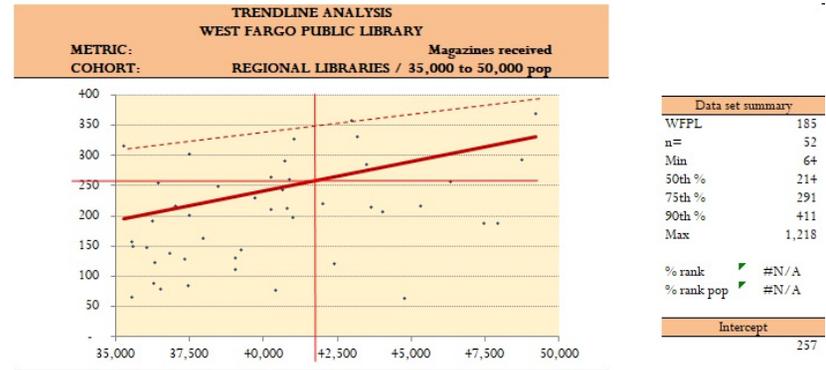
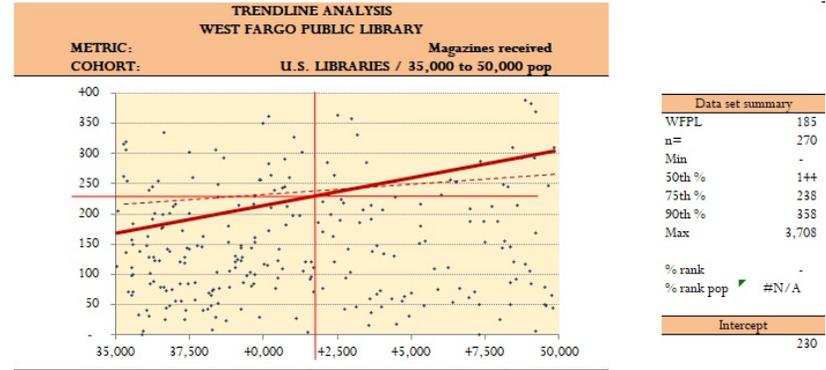
With regard to using this measure as the basis for a future projection, keep in mind the broad national trend that the ratio of nonprint as a share of total inventory continues to increase, but the rate of increase continues to slow. Also, nonprint’s growth as a share of total holdings is caused in part by a broad, general decrease in print holdings.



Magazines received

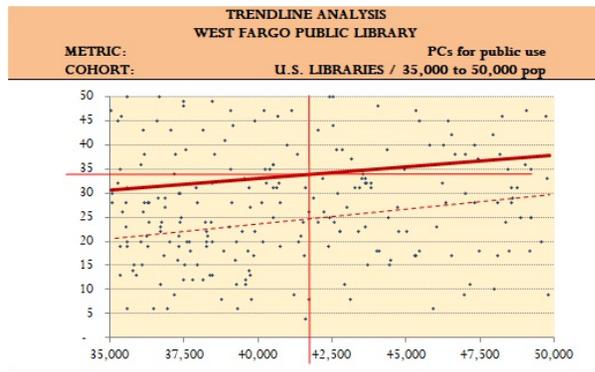
Based on the experience of the library’s national peer cohort, West Fargo should anticipate a subscription list of 230 magazines and newspapers. Based on the experience of the library’s regional peer cohort, the library should expect to receive 257 magazines and newspapers.

In the case of periodical literature, the number of titles received is only one part of the equation as it impacts the library’s space needs as conditioned by its service goals. The other part of the equation is how long the library should maintain those titles in back issues. Today, most public libraries retain a year’s backfiles for magazine, at most two years; and three to six months for most newspapers.



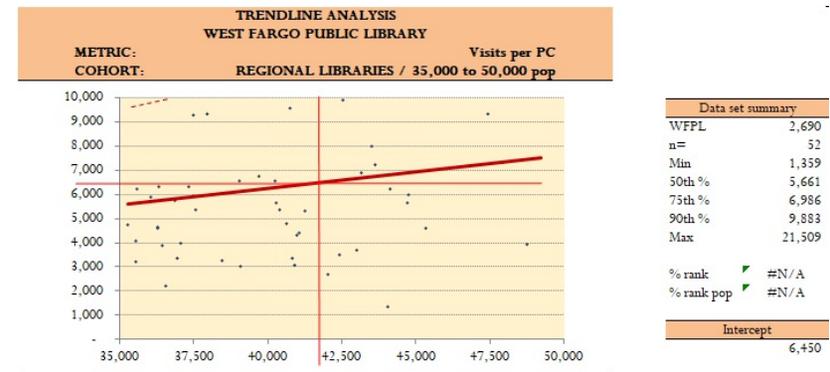
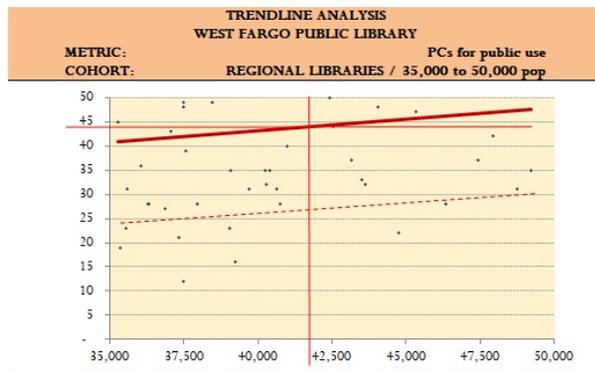
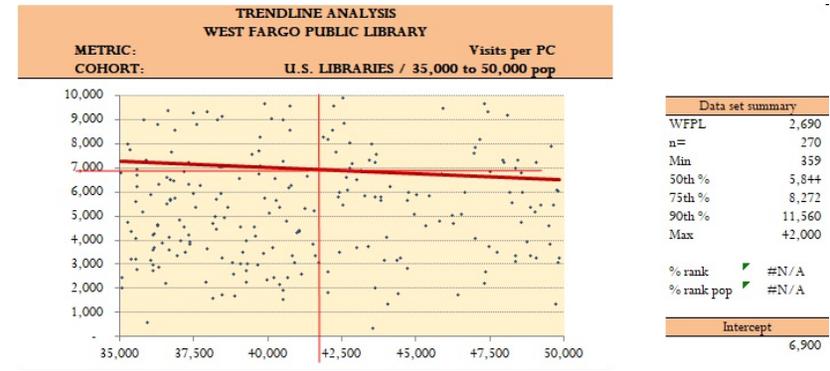
Technology stations for public use

Among the library's peers nationally, a library that serves 41,700 population can be expected to provide 34 computers for public use; among the library's peers regionally, the benchmark is 44 stations. West Fargo offers 30 stations today.



Technology stations and annual visits

The experience of the library's national peer cohort establishes a benchmark of one technology station per 6,900 annual visits for a library that serves a population of 41,700. The experience of the library's regional cohort establishes a benchmark of one station for every 6,450 visits.

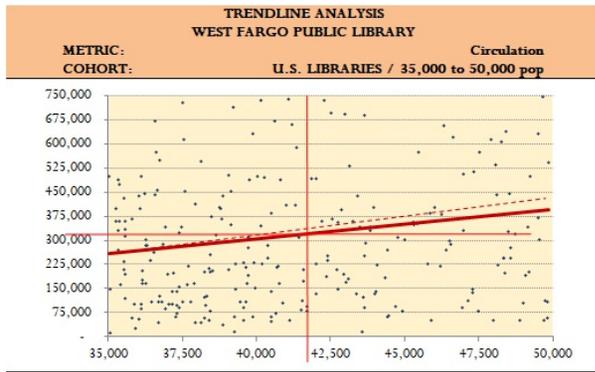


Circulation

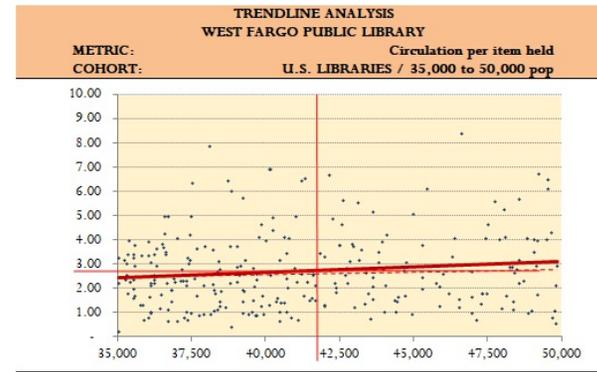
Among the library's national peers, a library that serves 41,700 population could expect to tally 322,000 circulation transactions per year. Among the library's regional peers, a library that serves 41,700 population could anticipate 515,000 circulation transactions per year.

Circulation per item held

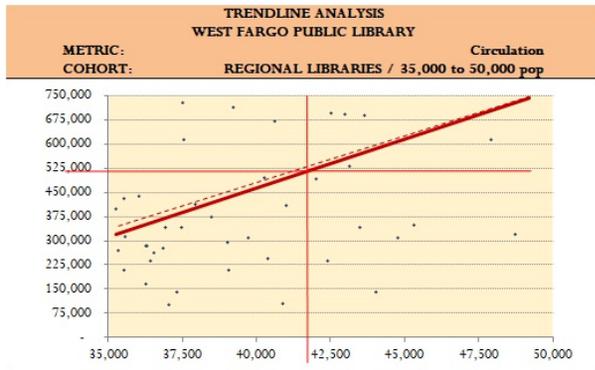
According to the library's national peers, West Fargo could anticipate 2.70 circulation transactions per item held by the year 2040; per the library's regional peers, that ratio should be 3.10 transactions per item held.



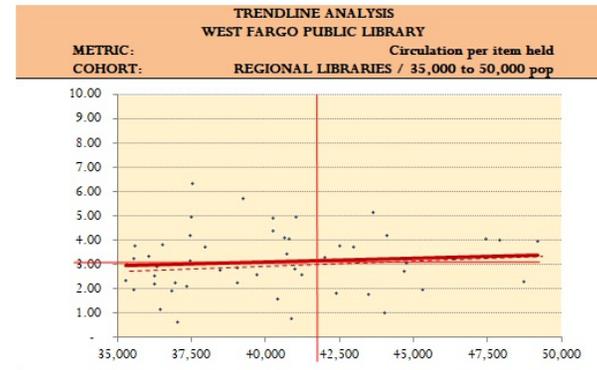
Intercept	
WFPL	134,662
n=	270
Min	10,161
50th %	270,548
75th %	439,249
90th %	669,490
Max	1,198,468
% rank	█ #N/A
% rank pop	█ #N/A
Intercept	
	322,000



Data set summary	
WFPL	1.81
n=	270
Min	0.21
50th %	2.39
75th %	3.55
90th %	4.93
Max	10.94
% rank	█ #N/A
% rank pop	█ #N/A
Intercept	
	2.70



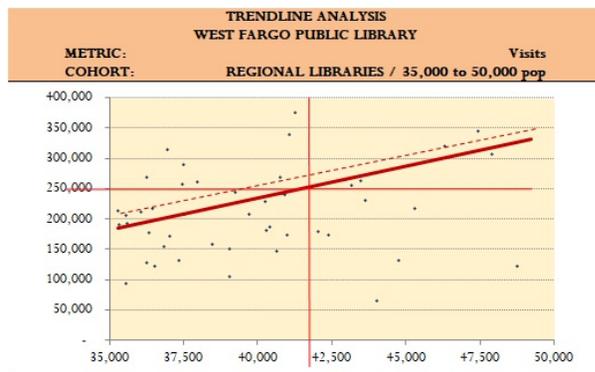
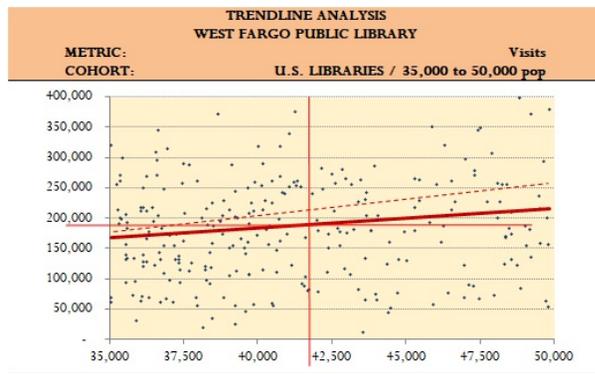
Intercept	
WFPL	134,662
n=	52
Min	101,980
50th %	403,824
75th %	690,863
90th %	811,349
Max	1,198,468
% rank	█ #N/A
% rank pop	█ #N/A
Intercept	
	515,000



Data set summary	
WFPL	1.81
n=	52
Min	0.65
50th %	3.13
75th %	3.98
90th %	4.87
Max	6.34
% rank	█ #N/A
% rank pop	█ #N/A
Intercept	
	3.10

Visits

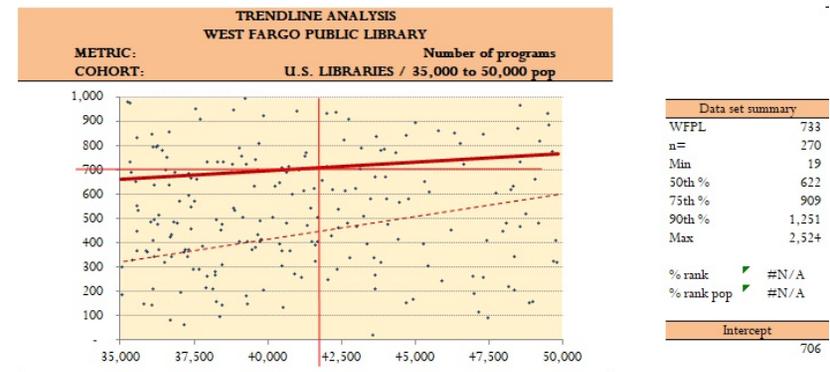
The number of annual visits to the library is another common measure of activity levels. Per the national cohort, the library should expect 189,000 annual visits by the year 2040. Per the regional cohort, the library should expect 251,000 visits.

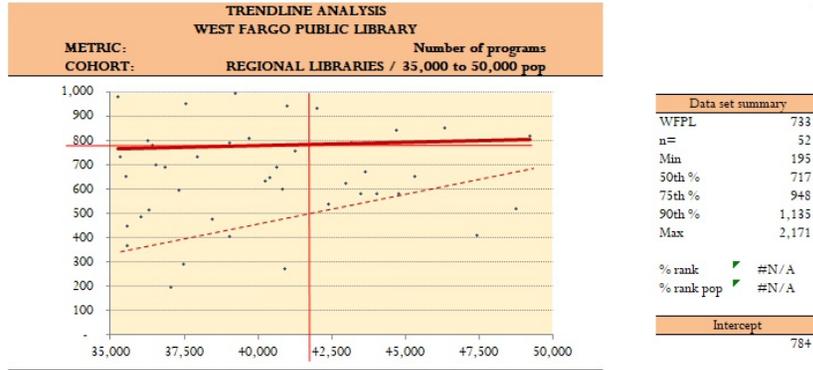


Program events

Still another measure of library service levels is the number of program events sponsored per year. As library's focus more and more attention on program offerings, this becomes an increasingly important aspect of the library's overall service profile. Nationally, there has been a sharp increase in the number of programs offered per year.

Based on the experience of the library's national peer cohort, a library that serves 41,700 population can expect to offer 706 programs per year (note that the library offered 733 programs in 2017). Based on the experience of the library's regional peer cohort, the corresponding benchmark is 784.





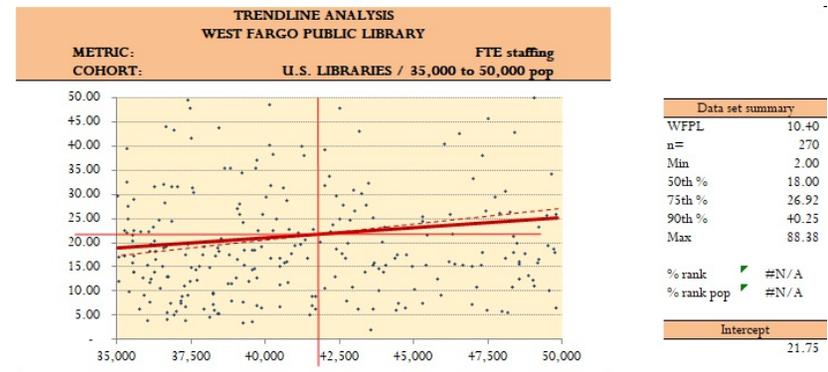
The number of programs a library expects to offer will factor into the number of meeting spaces the library should provide in an expanded, improved facility. The kind of programming will also factor into this determination. A library that offers an abundant schedule of children’s program events might create a dedicated programming space within the children’s department, in addition to a larger, general multi-purpose room space.

The expected / desired audience capacity will also factor into a library’s space needs for meeting and programming space. In 2017, the average program attendance in U.S. public libraries was 21.87 per program. Note that children’s programming represents the largest share of program events in public library in the U.S. – 55% of total program events. Most children’s programming involves smaller scale activities – storytimes, often – which then tends to drive a more moderate number for average audience size.

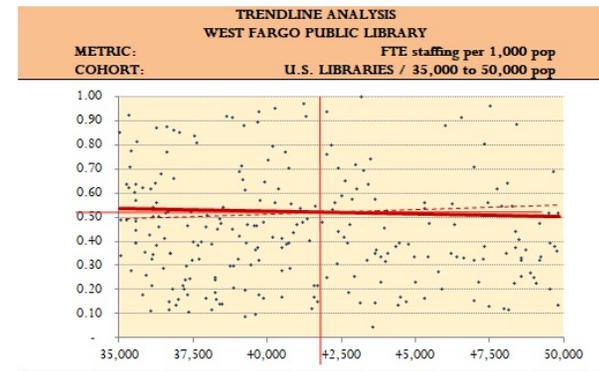
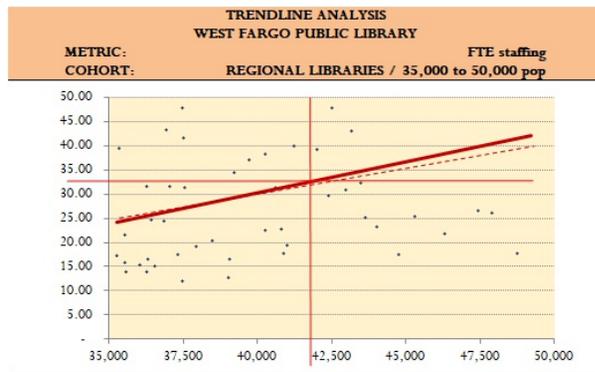
Total FTE staffing

Space to support staff work routines is an essential part of any library building. Staff space can be considered in two broad varieties – public service spaces where staff engages with the public and back-of-house spaces. In consideration of the space needs for staff support, the critical factor is the number of stations or places that will be needed to support a specific work routine or a specific group of staff work routines. While there is a very general relationship between the number of staff work stations a library needs and the number of FTE staff the library has (inasmuch as a larger FTE staff complement tends to drive a larger inventory of staff work stations), there is not a direct correlation between the two. The number of staff work stations a library needs will depend on how work routines are organized and what level of service the library chooses to offer.

That said, based on the experience of the library’s national peer cohort, a library serving 41,700 population can expect to support



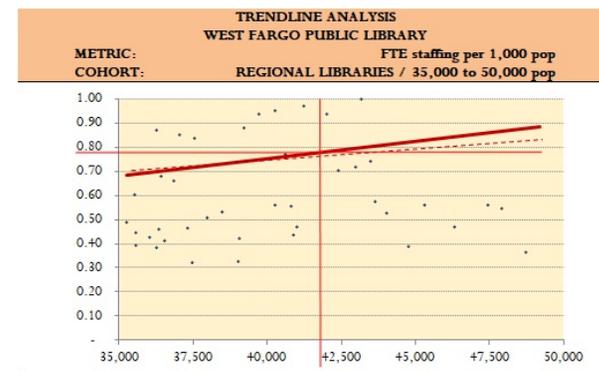
21.75 FTE staff; based on the experience of the library's regional peer cohort, a library serving 41,700 population can expect to support 32.75 FTE staff.



FTE staffing per 1,000 population

Measuring staffing levels in the context of population served offers a different vector of approach for this key aspect of a library's service profile.

The experience of the library's national peer cohort suggests that a library serving 41,700 population should have 0.52 FTE staff per 1,000 population – or 21.68 FTE (0.52 x 41.7). The experience of the regional peer cohort suggests 0.78 FTE per 1,000 population – or 32.52 FTE total (0.78 x 41.7).



Hours open

Hours open is a key measure of access.

West Fargo’s national peer cohort suggests that a library serving 41,700 population should be open 3,100 hours per year; West Fargo’s regional peer cohort suggests that a library serving 41,700 population should be open 3,300 hours per year. In 2017, West Fargo was open 3,162 hours.

Keep in mind that both peer cohorts were filtered to include only libraries that operate a single facility, an especially important factor with regard to this measure. As calculated by the IMLS, this measure aggregates the number of service hours at each location a library operates. A library that operates a main library for 59 hours a week and two branches for 40 hours a week offers a combined 139 hours of service / access per week and 7,228 hours of service / access per year (139 x 52). Including libraries that operate multiple facilities in these cohorts would have produced a skewed result on this measure.

