2021 Annual Budget & Work Program

Fayetteville
Public Library

Fayetteville Public Library, Arkansas

2021 Annual Budget & Work Program

FAYETTEVILLE PUBLIC LIBRARY

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To: Fayetteville Public Library Board of Trustees

From: David Johnson, Executive Director

Date: November 23, 2020

Re: 2021 Budget

Introduction

Calendar year 2020 has been a challenge with staff managing the day-to-day operations for Fayetteville Public Library (FPL) as well as the Expansion Project during a pandemic. The library building was closed to the public from mid-March to mid-May and then was only open for limited services due to the pandemic. During the time the Blair Library building was closed to the public, library staff initiated a curb-side service that provided an opportunity for Fayetteville to continue to receive library services, even though the services were on a much-reduced level than existed pre-pandemic. The library building closed again in September to allow time for the expansion team (MSR, Crossland, and the City of Fayetteville) and library staff to make the final preparations for finalizing the last expansion related construction, equipment, and furniture installation processes required for the expanded library building. Remodeling level 300 and level 400 of Blair Library will be undertaken in 2021 as funding becomes available.

The budget, submitted for your review and approval, establishes a plan to accomplish our tasks in 2021. The 2021 plan is based on an assumption that the safety precautions taken during 2020 for the COVID-19 pandemic will continue to be followed until at least June 2021. While the expanded library will be complete and ready for the public to use in early 2021, the FPL staff will have to monitor the capacity of the expanded library to ensure the total people in the facility are within the capacities recommended by the City of Fayetteville Board of Health, Arkansas Health Department, and Centers for Disease Control.

This budget is a very austere budget, which does not adequately meet the identified needs of the various departments throughout the expanded 170,000 square foot Blair Library. FPL will be hard-pressed to fully staff several areas, and some of these services may not be available for the full sixty-four (64) hours Blair Library is open each week.

Before discussing 2021, let us briefly review the accomplishments of 2020:

- Managed project contracts with the City of Fayetteville and Fayetteville Public Library Foundation which totaled $38.9 million. By the end of 2020, FPL and the Foundation will have jointly purchased approximately $6.0 million in equipment and furnishings for the expanded library.

Even with limited access to the building during the pandemic, FPL staff was able to provide the following services through September 30:
- Conducted Summer Reading Club virtually which drew 3,760 attendees and participants of all ages;
- Hosted, in person and virtually, over 925 programs attended by well over 220,000 people;
- Added over 24,000 physical items and over 6,000 digital items to the collection;
- Circulated over 1,000,000 items;
- Counted over 150,000 patron visits (inside the building and curb-side service;
- Initiated the ILS migration from Polaris to OCLC; and,
- Completed the initial phase of the brand refresh.

The next several pages will discuss the revenues FPL receives, how each has performed over the past several years, and how they are likely to perform in the future. The Long Term Plan discussion will look at replacement and refurbishment schedules for library materials, technology equipment, and facilities in Blair Library.

Revenue and Revenue Trends

Fayetteville Public Library has several major funding sources, the largest and most consistent being voter-approved operating millages and transfers from the City's General and Capital Improvement Funds. Combined, these two sources provide 86% of total library funding. Property tax collections are one of the most stable revenue sources available to any governmental unit such as the Fayetteville Public Library. Property tax revenue historically increases approximately 2.2% annually.

In addition to the two primary revenue streams, Fayetteville Public Library also receives consistent funding from fines and fees, a turn-back from the State of Arkansas, and a transfer from the Fayetteville Public Library Foundation. Each of the additional sources of revenue are projected to decrease for 2021 due to the pandemic and financing of the expansion. Fines and fees typically generate approximately $120,000 annually; however, with the pandemic, this source of revenue is expected to decrease to $45,000 for 2021. Transfers from the Foundation will remain at approximately $105,000 until the Foundation is able to re-establish their endowments. State Turnback is projected to be slightly less in 2021 that it is in 2020. These revenues typically generate between 7% and 9% of total funding; however, in 2021 the City of Fayetteville is planning to update its 5-Year Capital Improvement Plan in 2021 so the funding levels to be included, by the City, for 2022 through 2026 will be determined in 2021. These revenues are expected to generate 6% of 2021 total revenue.

A revenue source that has grown is corporate sponsorships. These sponsorships are typically restricted to specific programs and will generate $217,000 for funding targeted services and programs.

While fines and fees and the state turn-back can be used for any purpose, the transfers from the Foundation and corporate sponsorships are typically restricted to collections and to youth, elderly, humanities programming and donor designated programming.

Each of the revenue sources can fluctuate based on different factors. For example, the turn-back is linked to the state's overall fiscal health and the funding category assigned to libraries by the Arkansas Legislature in each biennial budget. Funding Category A is fully funded; subsequent categories are funded based on the overall surplus/deficit in each fiscal year.

Long Term Plan – Looking forward

With voter approved operating mills for both Blair Library and the expansion as well as a capital mil to pay for construction bonds, FPL has completed the initial replenishment of budgets for library materials and operations as well as reserves for equipment and facility replacement. Additionally, FPL's cash and investments policy calls for five (5) months cash reserve between the Operating Fund (Fund 10) and the Long Term Fund (Fund 20). The process of completely restoring budgets is expected to take several years to ensure the funding is used most productively.

While FPL has secured partial capital funding for the expansion, the remaining capital must be raised from private sources. The Fayetteville Public Library Foundation continues its efforts to secure such funding. In the meantime, the Foundation has secured bridge funding in the form of a line of credit with a consortium of local banks. It has also entered into an agreement with the library to purchase and then lease back all the equipment needed to furnish the library. These developments have created some operational funding constraints for 2021 that must be acknowledged.

Adding all of the positions necessary to staff the expanded library will not be possible in 2021. This is due, at least in part, to the need to make lease payments for the equipment and furnishings purchased by the Foundation.

Operating Blair Library – Long Term

The key to keeping Blair Library relevant long-term is to ensure the following:

➢ Library materials that are current and in sufficient quantity to meet the needs of library patrons;

➢ Technology that ensures patrons have access to the most up-to-date technologies on the market;

➢ Facilities and equipment in near new condition, save normal wear and tear, to ensure that the physical space is safe and conducive to learning, being entertained, and exploring new ideas and concepts;

➢ Access to materials and research such that Blair Library can continue its role as a catalyst for entrepreneurial endeavors;

➢ Access to information that enables library patrons to improve their educational, financial, and personal wellbeing.

Blair Library, in its pre-expansion condition, is a public asset that cost in excess of $20 million to construct in 2004. The most frequently replaced assets (with a useful life of

only three (3) years) are circulating materials and personal computers for both library patrons and staff. The next category of assets typically has a useful life between seven (7) and fifteen (15) years. Examples of these assets are network infrastructure, heating and air conditioning units, elevator hydraulic and control systems, the book return (conveyor and sorting system), and the roof itself. The useful life of each of these assets will be extended by rigorous preventive maintenance adhered to on an annual and biennial basis. The discussion below examines each of these categories and addresses a method for ensuring continual use of the assets and the library.

This discussion will focus on the three (3) areas listed at the beginning of this section. This section will need to be updated in early 2021 once the existing Blair building remodel design is completed and the cost of the expansion has been estimated.

Library Materials
The cornerstone of patron services for public libraries has been a circulating collection that meets the needs of the public. However, the way we, as a culture, consume the written word and visual and audio materials is ever evolving. Fayetteville Public Library housed approximately 300,000 circulating items in 2013 when the 2030 Master Plan was published. That number has climbed to over 385,000 with over 50,000 of these being digital. Prior to embarking on the expansion, the Board of Trustees commissioned a master plan to assess library needs to 2030. The Master Plan recommended that the collection size increase to approximately 400,000 items by 2030. To accomplish this goal, the library needs to add over 14,000 print books and almost 5,600 electronic books annually. This annual infusion of new materials is predicted to cost in excess of $500,000. The annual transfer from the City of Fayetteville increased from $442,000 in 2020 to $561,000 in 2021. The City of Fayetteville is planning to update its 5-Year Capital Improvement Plan in 2021 so the funding levels to be included, by the City, for 2022 through 2026 will be determined in 2021.

Technology Replacements
Technology replacements encompass desktop and laptop computers, printers, security gates, digital signage, the network core, and technology based check-out materials. The planned replacement of these technologies in the current Blair Library is, on average, $178,000 annually. This replacement schedule has been funded by an annual transfer from the City's Capital Improvement Program which has averaged $35,000 annually from 2004 through 2019. The City's transfer amount for 2021 is $185,000. The transfer from the City's Capital Improvement Fund is typically supplemented with a transfer from Library operating millage. Due to funding constraints in 2021, there is no planned transfer from operating millage for 2021. However, a full desktop refresh for staff was completed in 2020. There is a possibility of a transfer from unspent 2020 budget amounts that could be used to add funds to the Technology Reserve. An annual transfer from operating millage is preferable because it formalizes the need to keep the technology replacement fund with adequate cash to replace outdated equipment. This annual transfer from operating millage is in lieu of transferring enough money to fully fund depreciation.

As long as we make annual contributions of $178,000 to the technology reserve, FPL's technology equipment should remain current. Once the Blair Library expansion is

complete, the annual transfer will need to increase to approximately $300,000 from a combination of the City of Fayetteville's CIP and library transfer.

The City of Fayetteville is planning to update its 5-Year Capital Improvement Plan in 2021 so the funding levels to be included, by the City, for 2022 through 2026 will be determined in 2021.

Facility Replacements

Examples of facility replacements include the security system (internal and external, but not book security), lighting in Blair Library, entry doors throughout FPL, roof top units (RTUs) for the heating, ventilating and air conditioning (HVAC) system, and the roof.

Each building system's life can be extended if FPL continues to follow its comprehensive preventive maintenance schedule. However, even following such a plan, equipment and building systems eventually wear out and must be replaced. The RTU's and the roof have only 3-5 years predicted life remaining - though there is no way to know exactly how much longer either asset will last. Additional building systems have been identified as needing upgrade and/or replacement.

Staff was able to address some of the most pressing deferred facility upgrades through a combination of expansion project funding and existing reserve funding. Additional facility upgrades are planned for 2021 assuming FPL is awarded an NEH grant to remodel the genealogy area. The NEH grant is a 3 to 1 match which means FPL/Foundation will need to raise $3 to earn a match of $1 for this project. The projected cost of remodeling level 400 is approximately $800,000.

As of October 31, 2020, Fayetteville Public Library has $543,000 in a facility reserve that was initially funded from a portion of the sale of the Fulbright Library building and supplemented with periodic transfers from the operating fund. This is enough to replace the RTUs. To replace both the RTUs and the roof, at least $850,000 is necessary. This gap of over $350,000 requires a transfer of at least $75,000 annually for the next five (5) years. The 2021 budget does not contain a transfer. It may be possible to fund a transfer with unspent 2020 budgeted expenses.

To replace all known facility systems that will need replacement before 2025 and begin to set aside money for the next round of replacements/upgrades would require an annual transfer that averages $300,000 from 2021 through 2030. Based on FPL's revenue streams it is very unlikely that a routine transfer can be made from operating millages for the next several years.

Because of these funding constraints, FPL will be assuming the risk of two major building systems failing within the next five (5) to seven (7) years. If the roof and roof top units fail within the next 5-7 years, the Board of Trustees will need to transfer funding from another source – most likely Long-Term Reserve - to pay for the needed replacement.

Future Funding Options
Fayetteville Public Library will have the opportunity to determine what to do with the current debt service millage. The current millage is dedicated to paying the library bonds that were issued in August 2016. The original debt service schedule predicted they would be fully paid in 2047. However, current millage revenue is growing at an average of 2.8% annually. Because all of the millage must go to pay off the bonds, this growth indicates they will pay off much sooner. If debt service millage revenue continues to grow at 2.0% to 2.8%, the bonds pay off between 2037 and 2039. If the early payoff occurs, a future FPL Board of Trustees may have funding options not available to the current Board of Trustees.

Long Term Plan Discussion Conclusion
To recap the last few pages, FPL can reasonably anticipate routine revenue of $6.0 - $6.8 million supplemented with an annual transfer of $131,500-$300,000 from the Expansion Operating Reserve. This should provide a basis for making annual funding decisions for the near term.

Those near-term, stop gap measures include:

- Draw down expansion operating reserves beginning in fiscal year 2020 and extending to 2023;
- Discuss with the City of Fayetteville and the Fayetteville School District the funding strategies that will enable the Center for Innovation to provide technology that remains relevant and facilitates knowledge transfer to Fayetteville citizens;
- Explore increasing the general fund transfer from the City of Fayetteville to offset the inflationary loss of the current transfer.

A longer-term solution involves rededicating a portion of the library debt service mil to fund predicted capital replacement needs for facilities and technology. The annual funding contribution can only be determined after the final cost of the expansion is known, but it is expected that an annual contribution for capital reinvestment in the range of $500,000 will be needed to keep FPL relevant and the building in good operating condition. Based on the predicted bond payoff this rededication would probably occur around 2030.

Another strategy for long term planning is to begin exploring the best way to use the excess acreage south of the expansion. Options could include, but are not limited to, selling this land or developing a long-term land lease.

2021 Budget
The 2021 budget is the initial budget for the expanded Blair Library. Opening a major expansion in the middle of a global pandemic is challenging. The 2021 budget is based on a plan that has the Library open in a very limited manner during the first six (6) months of 2021 and gradually opening up more of the expanded library as we move from July 1 through December 31. This will cause programming during the initial six months to more closely resemble programming for the last nine months of 2020.

Budget 2021 incorporates all of the operating millage revenue into Fund 10. The 2021 budget, as presented, has a slight surplus. In summary, the 2021 budget increases funding for library services, very limited staff to aid in operating the expanded library, continues a lease payment to the Fayetteville Public Library Foundation, and allocates some funding for an opening day collection and a grab and go collection.

The department pages for the Library Services (pages 31-58) and Administration (page 59) provide more detailed information on the work plan for each of the Library's functional areas. The Administration Department budget contains funding for staff raises to be determined during 2021.

Staffing Changes and Working toward the Expansion

Staffing changes are detailed on pages 86 and 87. In summary, FPL will end 2020 with 81.60 full time equivalent employees (FTEs) and this budget proposes to add 1.5 FTEs for the planned staffing increase for Marketing and Facility Maintenance. With the change in FTEs proposed in this budget and the retirement of the current Accounting and HR Director and the Budget Administrator in the first quarter of 2021, the FPL's total FTE will be 81.10.

As we plan for the expansion and into the future beyond 2021, we want to ensure that we are set up for success across the organization. We felt that the organizational staffing changes below, including creating a new hybrid position, allowed for a more streamlined and consistent approach across all Library Services Departments. The Library Services Generalist – the new hybrid position – highlights our advanced focus on proactive customer service, while allowing flexibility to assist in whatever tasks are needed in the moment. Staff will be better trained across various functions, have variety of work activities, and be more agile to flex into different tasks as need.

In addition to the benefits to staff, the strategic redesign of entry level positions allowed FPL to move ahead of the minimum wage increase to $11 an hour scheduled for January 2021 resulting in approximately $120,000.00 of savings to the 2021 budget.

In addition to above realignment, there is the restructuring of two current departments that will occur in 2021 due to the retirement of the Director of Accounting and HR in the first quarter of 2021. The Accounting and HR Department will become the Accounting Department with an Accounting Director. The Manager of Human Resources will become the Director of Human Resources and move into the Administration Department.

The following table lists the changes in FTEs from 2020 to 2021.

Position Title	FTE Proposed	Driving Reason
Marketing Assistant – Marketing (1 PT position)	.50	Expansion related
Custodian – Facilities (2 PT positions)	1.00	Expansion related
Director of Accounting and HR	(1.00)	Retirement
Budget Administrator	(1.00)	Retirement
Total	**(0.50)**	

Arkansas Minimum Wage Increase
The 2018 General Election added another cost impact that FPL will have to absorb with the passage of the new minimum wage law. The initial (2019) increase was included in the 2019 Budget as was the additional increase in 2020. The 2021 increase has been included in this budget.

Performance Measures
Because of the renovations to Blair, performance measures are not included in this budget. Performance measures and reporting is anticipated to begin again with the 2022 budget.

Staff is committed to make the patron experience as positive as it can be under these circumstances.

Accomplishments – 2009 through 2020

The next two graphs illustrate the service levels enjoyed by Fayetteville citizens at Blair Library from 2009 through 2020. All of these accomplishments were made possible by an engaged staff that designed and delivered programs and projects that resonate with FPL patrons. Both staff retention and the resources to engage patron interests are critical to this organization. With the recently approved funding, it is FPL's goal to continue to be the jewel it has become over the past 100 years.

Third Quarter 2020
Library Program Attendees

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
4th Quarter	10,755	11,688	20,263	16,744	21,935	24,331	21,135	19,007	24,252	31,794	
3rd Quarter	12,892	11,327	12,170	18,807	18,387	17,023	17,213	17,241	31,849	29,919	94,379
2nd Quarter	17,460	21,169	22,032	24,918	21,256	29,748	23,306	25,096	33,200	35,087	53,958
1st Quarter	9,837	9,027	13,044	10,461	10,678	10,632	10,092	12,040	17,010	24,304	21,506

■ 1st Quarter   ■ 2nd Quarter   ■ 3rd Quarter   ■ 4th Quarter

Third Quarter 2020
Library Check-Outs

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
■ 4th Quarter	238,809	292,554	299,182	312,950	303,944	271,242	264,491	279,321	282,472	362,878	
■ 3rd Quarter	276,234	333,516	339,059	349,741	336,003	310,585	296,582	315,540	313,765	384,314	215,963
■ 2nd Quarter	258,717	311,972	317,798	329,844	316,345	306,578	289,360	314,109	301,331	325,143	185,129
■ 1st Quarter	251,292	294,458	304,202	323,059	314,729	305,202	289,488	314,222	291,111	309,426	349,287

■ 1st Quarter   ■ 2nd Quarter   ■ 3rd Quarter   ■ 4th Quarter

2021 Goals

- Identify strategies to continue and adapt fundamental and treasured library services and programs throughout the expanded Blair Library;
- Identify strategies to communicate new library program opportunities with the Event Center, Center for Innovation, and the Teaching Kitchen with plans, news, and updates to the public;
- Expand relationships with the Fayetteville Public Schools, the Chamber of Commerce, and high tech companies to provide support for Science, Technology, Engineering, Art, and Math (STEAM) initiatives;
- Continue to develop staff to support expanded services for the Library's addition;
- Develop management policies and strategies that incorporate the new opportunities the expanded Blair Library offers Fayetteville citizens;
- Implement 24/7 library space to maximize contactless library services for patrons.

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Fayetteville Public Library
FAYETTEVILLE, ARKANSAS
Financial Policies

The purpose of this section is to present the policies that the Fayetteville Public Library (FPL) follows in managing its financial, budgetary and purchasing affairs. These are general statements of policies, which represent long-standing principles, traditions, and practices that have guided FPL in maintaining financial stability.

REVENUE POLICY
FPL will strive to maintain a broad and diversified revenue base that will protect FPL from short-term fluctuations in any one revenue source.

FPL will maintain timely collection systems and implement necessary enforcement strategies to collect revenues from available sources.

FPL will project revenues on a conservative basis so that actual revenues will consistently meet or exceed budgeted revenues.

FPL will maintain a budgetary control system and will prepare reports that compare actual revenues to budgeted amounts.

FPL will limit the designation of the Operating Fund revenues for specified purposes to maximize flexibility in budgeting and revenue utilization.

EXPENDITURE POLICY
Basic and essential services provided by FPL will receive first priority for funding.

FPL will strive to adopt a balanced budget, by fund, for all funds maintained by FPL, in which total anticipated revenues must equal or exceed the budgeted expenditures for each fund. However, if this cannot be attained, FPL will utilize unallocated fund reserves, which have been carried forward from prior years.

FPL will maintain a budgetary control system to ensure adherence to the adopted budget and will prepare reports that compare actual expenditures to budgeted amounts.

FPL will attempt to refrain from budgeting non-recurring or one-time revenue for ongoing expenses.

FPL will provide access to medical, dental, life, and long-term disability insurance for its employees. The cost for medical benefits will be a shared responsibility between FPL and eligible employees.

FPL will provide access to appropriate retirement plans for its employees. FPL will make contributions for eligible employees at the percentage defined for the retirement plan.

INVESTMENT AND CASH MANAGEMENT POLICY

FPL will deposit all receipts on a timely basis.

FPL will strive to maximize the return on its investment portfolio without jeopardizing principal amounts.

FPL will limit its investments to the types of securities provided for by Arkansas statutes.

FPL will diversify its investments by maturity date to protect against market fluctuations.

FPL will purchase securities from qualified institutions based on competitive bids in an effort to obtain the highest available rates.

CASH AND INVESTMENT RESERVE POLICY

FPL will strive to maintain five (5) months operations and maintenance expenses in cash and investment reserves between the Operating Investments and Long Term Investments.

FPL shall maintain designated investments to provide cash needed to replace and/or repair the facility, furniture and equipment, and information technology infrastructure in the event of a catastrophic event.

CAPITAL IMPROVEMENT POLICY

FPL will prepare and update, as needed, a five-year Capital Improvements Program (CIP), which will provide for the orderly maintenance, replacement, and expansion of capital assets.

The CIP will identify long-range capital projects and capital improvements of all types, which will be coordinated with the annual operating budget to maintain full utilization of available revenue sources.

When preparing the CIP, FPL will seek to identify all viable capital projects and capital improvements required during the subsequent five-year period. These projects and improvements will be prioritized by year and by funding source. Every attempt will be made to match projects and improvements with available funding sources. Future operating costs associated with a project or an improvement will also be given consideration in the establishment of priorities.

FPL will seek Federal, State, and other funding to assist in financing capital projects and capital improvements.

FPL will seek input from the public by holding public hearings in relation to the establishment of major projects and major project priorities.

FPL will incorporate the reasonable findings and recommendations of the FPL Board appointed committees and citizen task forces as they relate to capital projects and improvements.

FINANCIAL REPORTING POLICY

FPL's accounting system will maintain records in accordance with accounting standards and principles outlined by the Governmental Accounting Standards Board (GASB), Financial Accounting Standards Board (FASB), and the State of Arkansas.

FPL will employ an independent accounting firm to perform an annual audit of FPL's finances and make the annual audit available to all required and interested parties. The audit shall be completed and submitted to the State of Arkansas within 210 days of the close of the fiscal year.

FPL will produce monthly and quarterly financial statements reporting the current periods' activity for all funds maintained by FPL.

FPL will prepare an annual budget document that provides a basic understanding of FPL's planned financial operations for the coming fiscal year. Copies of the proposed and final budget will be made available to all interested parties and opportunities will be provided for citizen input prior to final decisions on the budget.

BUDGET PREPARATION, AMENDMENTS, and ADJUSTMENTS

PURPOSE: The purpose of this policy is to identify responsibilities for budget preparation, amendments, and adjustments.

POLICY: The Library staff will create, as much as is possible, a budget which will accurately account for the Library's operations for the coming fiscal year on a budget category and department level. Managers are responsible for all aspects of their budgets and for adhering to all deadlines set forth in the process. All Managers are responsible for staying within their adopted budget(s) as amended.

A budget amendment is defined as an increase to a Board of Trustees (BOT) approved expenditure budget.

A budget adjustment is defined as a change in line items within a departmental budget. Adjustments do not increase spending.

BUDGET AMENDMENTS:

Amendments of $10,000 or more to a BOT approved departmental budget: These must be approved by the Board of Trustees. It is the responsibility of the Department Director/Manager in coordination with the Chief Financial Officer to prepare a budget amendment for consideration by the Executive Director as an agenda item. It is the responsibility of the Executive Director to place the amendment on the next agenda of the Library Board of Trustees and advise the Board of any consequences.

Amendments of less than $10,000 to a BOT approved departmental budget: These may be authorized by the Executive Director. This type of amendment shall be initiated by a Department Director/Manager and by the Chief Financial Officer. It is the responsibility of the Department Director/Manager in coordination with the Chief Financial Officer to prepare the budget amendment.

Amendments that reflect a restricted revenue and a related expenditure: The Department Director/Manager and Chief Financial Officer will prepare the budget amendment and supporting documentation for the Executive Director. The Executive Director may approve the budget amendment or may refer the amendment to the Board of Trustees for approval/disapproval.

BUDGET ADJUSTMENTS:
Adjustments reallocate previously approved funding from one expenditure category to another expenditure category within the same department. Adjustments do NOT authorize increased spending. Department Directors/ Managers are authorized to reallocate funding within their departments, except for personnel services, with the approval of the Executive Director.

PURCHASING POLICY
The Executive Director is authorized to execute all purchases as long as the Board of Trustees adopted budget, as adjusted or amended, contains the appropriation for the purchase. Bids and quotations where the budget must be amended more than $10,000 shall be submitted to the Board of Trustees for approval.

For purchases under $1,000, an informal quote is needed; for purchases between $1,000 and $2,500 three (3) informal quotes are required, and for purchases between $2,500 and $19,999 require three (3) written/internet quotes unless available through a negotiated contract or sole source.

Formal bids and quotations will be solicited for purchases with an estimated cost over $20,000. These will be obtained in compliance with state purchasing law and FPL Board of Trustees policies,

The Executive Director or designee may authorize emergency purchases in cases where human life or health, library property, or functional capability of the library is endangered

The Executive Director is authorized to award bids, quotations, and execute contracts for purchases in excess of $20,000 subject to a budget line, as adjusted, containing the funding for the bid or quoted item or service.

A purchase order shall be issued for all purchases that encompass multiple fiscal years and require formal bids. Exceptions to this requirement are:

Utility payments;
Software and equipment maintenance contract payments;
Library material purchases;
Inter-fund payments;
Government agency payments;
Payroll and benefit plan payments;
Insurance claims/legal settlements.

Fayetteville Public Library
Expansion Highlights

FPL Event Center

FAYETTEVILLE PUBLIC LIBRARY

The FPL Event Center is over 8,700 square feet, and allows the library to host community events on a larger scale than was previously accessible.

Key Features

+ Accommodates parties of 500 for a banquet, 700 in stadium-style seating or 1,000 standing

+ Theatrical lighting system and two catwalks

+ 470 retractable, theatre-style seats

+ Concert-quality sound system

+ Professional video production capabilities

+ Events can be livestreamed online and throughout the building

Uses & Capabilities

The event center allows FPL to host large-scale programming without having to disrupt regular library services. Whether a concert, banquet, conference or author talk, the event center is a constant hub of community activity and can be easily transformed for back-to-back events.

BEYOND WORDS

Teaching Kitchen

FAYETTEVILLE PUBLIC LIBRARY

The 16-station Teaching Kitchen offers unprecedented public access to culinary arts training and programming for Northwest Arkansas and beyond.

Key Features

+ 1,514 square-foot kitchen with 16 stations
+ Walk-in refrigerator and freezer
+ ServSafe certification courses
+ Partnership with NWACC's Brightwater culinary department provides concurrent college credit opportunities for Fayetteville High School students
+ State-of-the-art equipment selected to match Brightwater's facility
+ Viewing windows and audio streaming capabilities

Uses & Capabilities

Conversations with NWA restaurant owners and chefs have revealed that there is a shortage of trained culinary applicants, so one of the purposes of the teaching kitchen is to expand that candidate pool. It also serves as a place for patrons to explore new cooking methods, host private tastings, and attend culinary programming by both local and international chefs and cookbook authors.

BEYOND WORDS

The J.B. and Johnelle Hunt Family Center for Innovation

FAYETTEVILLE PUBLIC LIBRARY

The J.B. and Johnelle Hunt Family Center for Innovation houses different suites for patrons to pursue creative exploration as well as professional certifications in tech and STEAM fields.

Key Features

+ Audio and video production studios and podcasting booths
+ Fabrication & Robotics Lab
+ Simulation Lab for forklift, backhoe, aviation, standard vehicle and CDL training
+ Virtual Reality Studio
+ Photo Studio
+ Computer bank and coworking space

Uses & Capabilities

With certifications and courses to develop skilled, technical workers for growing industries, this space is truly innovative. It is an area for creatives of all types to explore, experiment and collaborate. The goal is to exemplify digital literacy and workforce development by offering unprecedented access to a variety of technologies.

BEYOND WORDS

Art & Movement Room

FAYETTEVILLE PUBLIC LIBRARY

Health and wellness are at the forefront of community concern now more than ever. The Art & Movement Room is a dedicated area for a range of fitness courses and adult art classes.

Key Features

+ Floor-to-ceiling windows with one-way curtains for privacy
+ Softwood dance floor
+ Ballet barre
+ Mirrored wall
+ Storage room for art supplies

Uses & Capabilities

The Art & Movement room hosts activities such as tai chi, yoga, dance instruction and more! Adults are also invited to get creative in a variety of free art classes.

BEYOND WORDS

The J.B. and Johnelle Hunt Family Gathering Glade

FAYETTEVILLE PUBLIC LIBRARY

This outdoor community gathering space is comparable in size to the historic Fayetteville Square. It features polished stone amphitheater seating that surrounds an open, grassy area lined by native trees and benches.

Key Features

+ Ability to host up to 1,000 guests
+ Leisure space for patrons to read, work or study
+ Connected to the Cultural Arts Corridor
+ Offers easy access to the Razorback Greenway

Uses & Capabilities

The J.B. and Johnelle Hunt Family Gathering Glade provides a spacious, outdoor option for summer movies, author talks, book clubs, concerts, movement classes, receptions and more. The possibilities for both library programming and community events are transformed by this new addition.

BEYOND
WORDS

XIX

Children's Library

FAYETTEVILLE PUBLIC LIBRARY
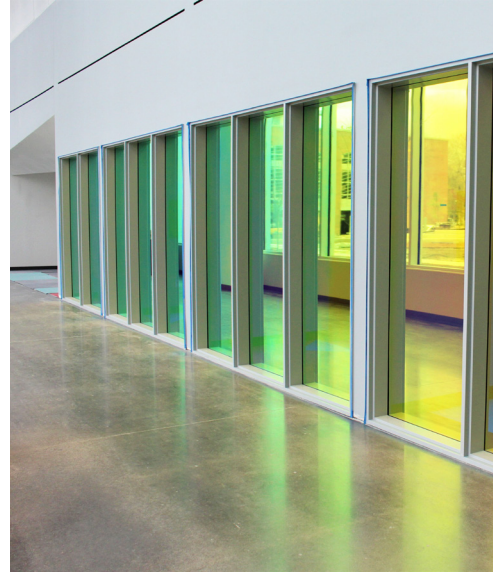
The children's library is doubling in size and includes dedicated spaces for preschool children, grade school children and teenagers.

Key Features

+ 32,000 square feet split into areas for preschoolers, grade schoolers and teens
+ 11 study rooms/nooks
+ Teens-only lounge and collaboration space
+ New Walmart Story Time Room with puppet theater
+ Dedicated Children's Craft Room
+ Two parents' rooms for quiet feedings
+ Teen Project Room

Uses & Capabilities

The expanded Children's Library provides the space to explore and discover. Designed to encourage learning, engagement and personal interactions among children and their parents or peers, the areas also make available the latest technologies required to fully participate in both school and life.

BEYOND WORDS

Budget Financials

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021 - Base Budget

Fund 10 - Library Operations - Blair	Actual 2019	Budget 2020	Estimated 2020	Budget 2021
Beginning Cash & Investments	$935,755	$1,613,563	$1,613,563	$1,715,928
Revenues				
State & Federal Grants	215,311	334,007	321,115	339,500
Library Millage	2,826,233	4,163,720	3,984,911	4,350,000
Transfer From City of Fayetteville - Operations	1,677,402	1,677,451	1,677,419	1,677,400
Transfer for Books - City of Fayetteville	412,999	442,000	441,998	561,000
Transfer for Computers - City of Fayetteville	0	89,000	89,000	185,000
Transfer from Expansion Millage	501,367	131,000	131,000	300,000
Transfer from IT Reserve	76,000	0	0	0
Charges for Services	134,933	139,000	36,220	55,200
Designated Gifts				
Transfer from Foundation	160,450	105,522	105,521	105,500
Transfer from Friends	33,240	0	0	0
Corporate Sponsorship	0	0	68,780	217,561
Other	3,997	3,600	71,263	216,000
Miscellaneous Revenue	(49,108)	4,100	3,957	0
Investment Earnings	19,660	9,794	6,003	6,000
Total Revenues	6,012,485	7,099,194	6,937,186	8,013,161
Operations and Maintenance Expenditures				
Library Materials - Circulating	544,772	666,493	666,493	578,923
Library Materials - Subscription Circulating Materials and Online Databases	146,081	174,000	173,828	175,000
Shared Programming Services	38,669	138,944	16,348	142,912
Adult & Reference Services	743,970	837,946	729,766	943,585
Circulation	497,306	679,551	521,800	654,579
Technical Services	356,137	353,292	327,922	355,773
Teen Services	192,933	210,910	186,348	209,145
Community Engagement	149,121	309,760	201,880	380,871
Youth Services	124,116	418,018	350,834	428,428
Administration	409,687	1,029,318	951,328	1,309,780
Swing Space	0	41,350	41,350	0
Accounting	379,075	453,075	402,837	302,081
Facilities	803,773	1,196,252	1,132,021	1,130,842
Information Technology	576,906	1,007,879	906,703	1,128,965
Marketing	188,987	272,881	225,362	270,358
Transfer to Designated Funds				
Transfer to Long Term	21,874	0	0	0
Transfer to Facility	10,000	0	0	0
Transfer to Information Technology	151,270	0	0	0
Total Expenditures	5,334,677	7,789,669	6,834,821	8,011,241
Net Surplus/(Deficit)	677,808	(690,475)	102,365	1,920
Ending Cash & Investments	$1,613,563	$923,088	$1,715,928	$1,717,848

Fund 10 - Library Operations Revenue Detail	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
State & Federal Grants				
10-0-4010-00 State Library Turnback	$146,676	$146,600	$137,355	$136,400
10-0-4055-00 Grants - Federal	16,115	19,600	15,953	16,000
10-0-4080-00 Grants - In Year Awards	52,520	167,807	167,807	187,100
Total State & Federal Grants	215,311	334,007	321,115	339,500
Local Government Grants				
10-0-4880-00 Transfer for Operations - City	1,677,402	1,677,451	1,677,419	1,677,400
10-0-4882-00 Transfer for Operations - Millage	2,826,233	4,163,720	3,984,911	4,350,000
10-0-4884-00 Transfer for Books - City of Fayetteville	412,999	442,000	441,998	561,000
10-0-4886-00 Transfer for Computers - City of Fayettevil	0	89,000	89,000	185,000
10-0-4915-00 Transfer from Expansion Fund	501,367	131,000	131,000	300,000
10-0-4950-00 Transfer from IT Reserve	76,000	0	0	0
Total Local Government Grants	5,494,001	6,503,171	6,324,328	7,073,400
Library Charges				
10-0-4201-00 Rent Income - Café	12,000	12,000	5,520	7,000
10-0-4202-00 Rent Income - Meeting Rooms	2,950	1,600	480	500
10-0-4205-00 Copier and Printer Income	10,426	5,600	2,213	2,200
10-0-4220-00 Merchandise Sales	3,937	4,600	257	300
10-0-4300-00 Fees - Library Cards	309	300	200	200
10-0-4302-00 Fees - Fines & Overdues	104,496	115,000	27,472	45,000
10-0-4304-00 Fees - Lost Materials	558	0	128	100
10-0-4306-00 Fees - Damaged Materials	337	0	0	0
10-0-4308-00 Fees - Collection Agency Materials	10	0	0	0
10-0-4310-00 Fees - Refunds to Patrons	(89)	(100)	(50)	(100)
Total Library Charges	134,933	139,000	36,220	55,200
Designated Gifts				
10-0-4020-00 Corporate Sponsorships	0	0	68,780	217,561
10-0-4100-00 Other Donations	150	200	0	0
10-0-4645-00 Donations to FPL	825	600	0	0
10-0-4650-00 Contributions - Undesignated Library	0	0	125	0
10-0-4651-00 Contributions - Money Jar	47	0	17	0
10-0-4660-00 Contributions - Designated Library	2,350	2,300	1,586	0
10-0-4666-00 Contributions - Designated Memorials	625	500	755	0
10-0-4888-00 Transfer from Foundation	160,450	105,522	105,521	105,500
10-0-4890-00 Transfer from Friends	33,240	0	0	0
10-0-4999-00 Use of Reserves			0	216,000
Total Designated Gifts	197,687	109,122	176,784	539,061
Miscellaneous Revenue				
10-0-4990-00 Gain/(Loss) on Sale of Assets	(54,790)	0	0	0
10-0-4992-00 Miscellaneous Revenue	5,733	4,100	3,964	0
10-0-4995-00 Cash (Short)/Over	(50)	0	(7)	0
Total Miscellaneous Revenue	(49,108)	4,100	3,957	0

Fund 10 - Library Operations	Actual	Budgeted	Estimated	Budgeted
Revenue Detail	2019	2020	2020	2021
Investment Earnings				
10-0-4701-00 Interest - Unrestricted	19,139	6,705	5,574	5,600
10-0-4703-00 Interest - Undesignated Funds	521	337	429	400
10-0-4772-00 Gain/(Loss) on Investments	0	2,752	0	0
Total Investment Earnings	19,660	9,794	6,003	6,000
10 - Library Operations Total Revenue	$6,012,485	$7,099,194	$6,868,406	$8,013,161

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Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 15 - Expansion Operating Reserve	Actual 2019	Budget 2020	Estimated 2020	Budget 2021
Beginning Cash & Investments	$0	$1,142,877	$1,142,877	$1,015,409
Revenues				
Investment Earnings	0	13,700	3,532	1,015
Total Revenues	0	13,700	3,532	1,015
Operations and Maintenance Expenditures				
Administration				
Transfer to Operating	0	131,000	131,000	300,000
Total Expenditures	0	131,000	131,000	300,000
Net Surplus/(Deficit)	0	(117,300)	(127,468)	(298,985)
Ending Cash & Investments	$1,142,877	$1,025,577	$1,015,409	$716,424

Fund 15 - Library Operations - Expansion	Actual	Budgeted	Estimated	Budgeted
Revenue Detail	2019	2020	2020	2021
Investment Earnings				
15-0-4701-00 Interest - Unrestricted	0	13,700	0	0
15-0-4702-00 Interest - Designated Fund Income	0	0	3,532	1,015
Total Investment Earnings	0	13,700	3,532	1,015
Fund 15 - Library Operations Expansion Total Revenue	$0	$13,700	$3,532	$1,015

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 20 - Long Term Reserve	Actual 2019	Budget 2020	Estimated 2020	Budget 2021
Beginning Cash & Investments	$0	$1,627,547	$1,627,547	$1,660,379
Revenues				
Investment Earnings	0	36,300	32,832	36,300
Total Revenues	0	36,300	32,832	36,300
Net Surplus/(Deficit)	0	36,300	32,832	36,300
Ending Cash & Investments	$1,627,547	$1,663,847	$1,660,379	$1,696,679

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 20 - Long Term Reserve Revenue Detail	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Investment Earnings				
20-0-4702-00 Interest - Designated	$0	$41,000	$29,484	$41,000
20-0-4770-00 Gain/Loss on Investments - Realized	0	0	(470)	0
20-0-4772-00 Gain/Loss on Investments - Unrealized	0	0	9,044	0
20-0-4779-00 Investment Management Fees	0	(4,700)	(5,226)	(4,700)
Total Investment Earnings	0	36,300	32,832	36,300
Fund 20 - Long Term Reserve Total Revenue	$0	$36,300	$32,832	$36,300

	Actual 2019	Budget 2020	Estimated 2020	Budget 2021
Fund 30 - Facility Reserve				
Beginning Cash & Investments	$0	$521,662	$521,662	$356,346
Revenues				
Investment Earnings	0	8,600	11,588	5,127
Total Revenues	0	8,600	11,588	5,127
Operations and Maintenance Expenditures				
Capital	0	208,364	176,904	244,000
Total Expenditures	0	208,364	176,904	244,000
Net Surplus/(Deficit)	0	(199,764)	(165,316)	(238,873)
Ending Cash & Investments	$521,662	$321,898	$356,346	$117,473

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 30 - Facility Reserve Revenue Detail	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Investment Earnings				
30-0-4702-00 Interest - Unrestricted	$0	$10,600	$6,503	$7,127
30-0-4770-00 Gain/Loss on Investments - Realized	0	0	(208)	0
30-0-4772-00 Gain/Loss on Investments - Unrealized	0	0	7,293	0
30-0-4779-00 Investment Management Fees	0	(2,000)	(2,000)	(2,000)
Total Investment Earnings	0	8,600	11,588	5,127
Fund 30 - Facility Reserve Total Revenue	$0	$8,600	$11,588	$5,127

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 40 - Furniture & Equipment Reserve	Actual 2019	Budget 2020	Estimated 2020	Budget 2021
Beginning Cash & Investments	$0	$222,027	$222,027	$121,342
Revenues				
Investment Earnings	0	5,750	3,265	3,981
Total Revenues	0	5,750	3,265	3,981
Operations and Maintenance Expenditures				
Contract Services	0	0	0	24,000
Capital	0	103,950	103,950	0
Total Expenditures	0	103,950	103,950	24,000
Net Surplus/(Deficit)	0	(98,200)	(100,685)	(20,019)
Ending Cash & Investments	$222,027	$123,827	$121,342	$101,322

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 40 - Furniture & Equipment Reserve Revenue Detail	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Investment Earnings				
40-0-4702-00 Interest - Unrestricted	$0	$6,300	$3,079	$4,506
40-0-4770-00 Gain/Loss on Investments - Realized	0	0	(112)	0
40-0-4772-00 Gain/Loss on Investments - Unrealized	0		987	0
40-0-4779-00 Investment Management Fees	0	(550)	(689)	(525)
Total Investment Earnings	0	5,750	3,265	3,981
Fund 40 - Furniture & Equipment Reserve Total Revenue	$0	$5,750	$3,265	$3,981

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 50 - Information Technology Reserve	Actual 2019	Budget 2020	Estimated 2020	Budget 2021
Beginning Cash & Investments	$0	$440,111	$440,111	$264,087
Revenues				
Transfers	0	16,000	16,009	16,000
Investment Earnings	0	6,550	8,486	6,550
Total Revenues	0	22,550	24,495	22,550
Capital				
Capital	0	224,000	200,519	0
Total Expenditures	0	224,000	200,519	0
Net Surplus/(Deficit)	0	(201,450)	(176,024)	22,550
Ending Cash & Investments	$440,111	$238,661	$264,087	$286,637

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 50 - Information Technology Reserve Revenue Detail	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Transfers				
50-0-4886-00 Transfer for Computers - City of Fayetteville	$0	$16,000	$16,009	$16,000
Total Transfers	0	16,000	16,009	16,000
Investment Earnings				
50-0-4702-00 Interest - Designated	0	7,400	4,790	7,400
50-0-4770-00 Gain/Loss on Investments - Realized	0	0	160	0
50-0-4772-00 Gain/Loss on Investments - Unrealized	0	0	4,787	0
50-0-4779-00 Investment Management Fees	0	(850)	(1,252)	(850)
Total Investment Earnings	0	6,550	8,486	6,550
Fund 50 - Information Technology Reserve Total Revenue	$0	$22,550	$24,495	$22,550

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 60 - Library Expansion	Actual 2019	Budget 2020	Estimated 2020	Budget 2021
Beginning Cash & Investments	$0	$4	$4	$4
Revenues				
Transfer from FPL Foundation	0	0	0	0
Transfer from Friends	0	0	0	0
Contributions - Dedicated	0	0	0	0
Investment Earnings	0	0	0	0
Total Revenues	0	0	0	0
Capital				
Office Supplies	0	0	0	0
Professional Services	0	0	0	0
Contract Services	0	0	0	0
Total Expenditures	0	0	0	0
Net Surplus/(Deficit)	0	0	0	0
Ending Cash & Investments	$4	$4	$4	$4

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 60 - Library Expansion Revenue Detail	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Transfers				
60-0-4888-00 Transfer from FPL Foundation	$0	$0	$0	$0
60-0-4890-00 Transfer from Friends	0	0	0	0
60-0-4660-00 Contributions - Designated	0	0	0	0
Total Transfers	0	0	0	0
Investment Earnings				
60-0-4701-00 Interest - Unrestricted	0	0	0	0
Total Investment Earnings	0	0	0	0
Fund 60 - Library Expansion Total Revenue	$0	$0	$0	$0

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 70 - Library Bond Fund	Actual 2019	Budget 2020	Estimated 2020	Budget 2021
Beginning Cash & Investments	$0	$0	$0	$0
Revenues				
Transfer for Debt Service	0	1,998,585	1,998,585	2,087,975
Total Revenues	0	1,998,585	1,998,585	2,087,975
Operations and Maintenance Expenditures				
Transfer to City of Fayetteville	0	1,998,585	1,998,585	2,087,975
Total Expenditures	0	1,998,585	1,998,585	2,087,975
Net Surplus/(Deficit)	0	0	0	0
Ending Cash & Investments	$0	$0	$0	$0

Fayetteville Public Library
Annual Budget & Work Program
Calendar Year - 2021

Fund 70 - Library Bond Fund	Actual 2019	Budget 2020	Estimated 2020	Budget 2021
Revenue Detail				
Transfer				
70-0-4883-00 Transfer for Debt Service	$0	$1,998,585	$1,998,585	$2,087,975
Total Transfers	0	1,998,585	1,998,585	2,087,975
Fund 70 - Library Bond Fund Total Revenue	$0	$1,998,585	$1,998,585	$2,087,975

Program Description, Goals, and Objectives:

The Library Materials Department ensures the Fayetteville Public Library's collections are developed and maintained to represent the varied interests and perspectives in Fayetteville's diverse community. Youth collections emphasize materials that encourage and enforce literacy development including picture books, step-up-to-chapter books, graphic novels and manga, audiobooks, eBooks, and youth and teen fiction and nonfiction. These collections represent the Fayetteville Public School's structuring that identifies elementary as kindergarten through 4th grade and 5th through 12th grades as teens. Adult collection highlights include popular and award-winning fiction and nonfiction books; audiobooks and eBooks; popular, foreign, and documentary films; music that represents both popular and local artists and genres; and a robust genealogy collection. Each year librarians add depth to the collections with infusions that bolster holdings in interest or in under-represented/outdated areas. New in 2021, the library will add a Lucky Day collection that promises to increase access to bestselling, new releases.

Downloadable resource collections assist patrons who prefer digital reading or who require after-hours access to materials, as the digital resources remain available 24/7. E-audiobooks and eBooks continue to produce the highest increases in circulation over other collections at approximately 20% each year. In 2020, usage increased by 50% because of pandemic-related reading preferences shifting to digital.

By maintaining a dynamic, diverse, and up-to-date circulating collection, the Library meets a core need for Fayetteville citizens.

In 2021, Library Materials goals are the following:
1. Maintain balanced, diverse, and relevant collections in print, media, reference, and downloadable resources with special attention to assessing and balancing e-content collections.
2. Evaluate processes to decrease holds ratio.
3. Re-evaluate hold ratios for print and eBook collections with special attention to eBook collection standards.
4. Establish new Lucky Day collection.
5. Learn and utilize new collection development tools in OCLC Wise, the ILS system planned to go live in March 2021.

Program Expenditures	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Library Materials	$ 544,772	$ 666,493	$ 666,493	$ 578,923
Total Library Materials - Circulating	$ 544,772	$ 666,493	$ 666,493	$ 578,923

Library Services
Library Materials - Circulating
Line Item Detail

Account #	Account Name	Actual 2019	Adjusted Budgeted 2020	Estimated 2020	Budgeted 2021
Library Materials					
10-2-5260-00	Print Books	$280,414	$469,735	$433,389	$379,799
10-2-5265-00	eBooks	174,625	123,458	150,752	120,164
10-2-5270-00	eBooks - Consortium	6,472	6,000	0	6,000
10-2-5272-00	eBook Platform	6,276	6,000	12,943	6,600
10-2-5275-00	Adult & Genealogy	240	0	559	0
10-2-5280-00	Periodicals	12,336	7,500	7,080	7,500
10-2-5285-00	Film/DVD	51,466	37,800	45,770	45,260
10-2-5287-00	Audio	11,389	12,500	12,500	10,300
10-2-5290-00	Music	1,135	3,000	3,000	1,800
10-2-5295-00	Gaming Supplies	419	500	500	1,500
	Total Library Materials	544,772	666,493	666,493	578,923
	Total Library Materials - Circulating	$544,772	$666,493	$666,493	$578,923

Library Services
Library Materials - Circulating
Explanation of Accounts

Account #	Additional Description		Budgeted 2021
10-2-5260-00	Print Books	Adult & Reference	$217,879
10-2-5260-00	Print Books	Juvenile	91,340
10-2-5260-00	Print Books	Teen	37,580
10-2-5260-00	Print Books	Header Charges	25,000
10-2-5260-00	Print Books	Lucky Day	8,000
	Total Print Books		379,799
10-2-5265-00	eBooks	Adult & Reference	71,574
10-2-5265-00	eBooks	Juvenile	24,295
10-2-5265-00	eBooks	Teen	24,295
	Total eBooks		120,164
10-2-5270-00	eBooks - Consortium	Agreement Materials	6,000
	Total eBooks - Consortium		6,000
10-2-5272-00	eBook Platform	Overdrive	3,300
10-2-5272-00	eBook Platform	CloudLibrary	3,300
	Total eBook Platform		6,600
10-2-5280-00	Periodicals	Magazines, Newspaper, etc.	7,500
	Total Periodicals		7,500
10-2-5285-00	Film/DVD	Adult	29,520
10-2-5285-00	Film/DVD	Juvenile	13,020
10-2-5285-00	Film/DVD	Teen	2,720
	Total Film /DVD		45,260
10-2-5287-00	Audio	Adult	7,725
10-2-5287-00	Audio	Juvenile	2,575
	Total Audio		10,300
10-2-5290-00	Music	Adult	1,800
	Total Music		1,800
10-2-5295-00	Gaming Supplies	Games, Controllers, etc.	1,500
	Total Gaming Supplies		1,500
	Total Budgeted for 2021		$578,923

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Library Services
Subscription Circulating Materials and Online Databases

Program Description, Goals, and Objectives:

The Subscription Circulating Materials and Online Databases Department extends the scope of library collections and is available to library patrons instantly and 24/7. Providing access to a catalog of over 500,000 items, Hoopla is a digital media service that offers access to eBooks, e-audiobooks, digital comic books, movies, television shows, educational/instructional videos, documentaries, and music. Instant access (no holds) and its breadth of materials make Hoopla an appreciated resource. Over twenty online databases provide homework help, language learning, law forms and resources for small businesses, nonprofits, and personal development. The online databases support education from preschool to lifelong learning and because these resources do not pose borrowing risks, they are made available to all Fayetteville students through the i-card program. In 2020, these online services proved critical in continuing to provide library services during stay at home health recommendations and building closures.

In 2021, Subscription Circulating Materials and Online Databases goals are the following:
1. Continue to assess database usage for renewal decisions.
2. Stay current with emerging online databases and subscription services and evaluate new services for future subscriptions such as Kanopy film streaming service.
3. Promote online databases among targeted patron groups and within the schools.
4. Evaluate Hoopla usage and budget accordingly.

Program Expenditures	Actual 2019		Budgeted 2020		Estimated 2020		Budgeted 2021
Online Databases	$	101,669	$	126,000	$	125,828	$	107,000
Services and Charges		44,412		48,000		48,000		68,000
Total Library Services	$	146,081	$	174,000	$	173,828	$	175,000

Library Services
Subscription Circulating Materials and Online Databases
Line Item Detail

Account #	Account Name	Actual 2019	Adjusted Budgeted 2020	Estimated 2020	Budgeted 2021
Online Databases					
10-2-5250-44	Online Databases	$101,669	$126,000	$125,828	$107,000
	Total Online Databases	101,669	126,000	125,828	107,000
Services and Charges					
10-2-5303-44	Subscriptions, Publications and Dues	44,412	48,000	$48,000	68,000
	Total Services and Charges	44,412	48,000	48,000	68,000
	Total Library Materials	$146,081	$174,000	$173,828	$175,000

Library Services
Subscription Circulating Materials and Online Databases
Explanation of Accounts

Account #	Additional Description		Budgeted 2021
10-2-5250-44	Online Databases	Various Media	$107,000
	Total Online Databases		107,000
10-2-5303-44	Subscriptions/Publications/Dues	Kanopy	20,000
10-2-5303-44	Subscriptions/Publications/Dues	Hoopla	48,000
	Total Subscriptions, Publications and Dues		68,000
	Total Budgeted for 2021		$175,000

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Library Services
Shared Programming

Program Description, Goals, and Objectives:

Interdepartmental, large-scale events present a need for a general programming department. This department mainly supports True Lit: Fayetteville's Literary Festival, licensing fees for public performances, and unpredictable yet timely opportunity programming.

As with department specific programming, the general programming goals are to offer inspiring and relevant programs and services that engage the community's curiosity, provide opportunities for education and self-improvement, and serve as the gateway to the Library by addressing the diverse needs and interests of the community. Designed to respond to community demand, these programs foster cross-department and partnership collaborations.

In 2021, Shared Programming goals are the following:
1. Grow True Lit: Literary Festival through expanded partnerships and author events for all ages and adapt program to incorporate newly expanded spaces.
2. Host high quality events that are timely and responsive to community interest using strategic partnership cost shares.
3. Support adult and youth programming collaborations.
4. Improve event evaluation process and analysis.
5. Offer events and expansion showcases that attract attendance and welcomes the community into new library spaces, specifically in the Event Center, Center for Innovation, Art and Movement room, and Gathering Glade.

Program Expenditures	Actual 2019		Budgeted 2020		Estimated 2020		Budgeted 2021
Materials and Supplies	$ 1,897	$	45,850	$	1,111	$	45,000
Services and Charges	36,772		93,094		15,237		97,912
Total Shared Programming	$ 38,669	$	138,944	$	16,348	$	142,912

Library Services
Shared Programming
Line Item Detail

Account #	Account Name	Actual 2019	Adjusted Budget 2020	Estimated 2020	Budgeted 2021
Materials and Supplies					
10-2-5200-55	Office Supplies & Printing	$0	$500	$0	$500
10-2-5209-55	Programming Materials & Supplies	356	45,000	411	44,000
10-2-5210-55	Food & Catering for Events	1,541	350	700	500
	Total Materials and Supplies	1,897	45,850	1,111	45,000
Services and Charges					
10-2-5301-55	Public Notification	0	20,000	0	20,000
10-2-5303-55	Subscriptions, Dues and Publications	4,470	2,300	2,452	2,500
10-2-5344-55	Contract Services	0	1,600	0	0
10-2-5350-55	Programming Services	32,302	69,194	12,785	75,412
	Total Services and Charges	36,772	93,094	15,237	97,912
	Total Shared Programming	$38,669	$138,944	$16,348	$142,912

Library Services
Shared Programming
Explanation of Accounts

Account #	Account Name	Additional Description	Budgeted 2021
10-2-5200-55	Office Supplies & Printing	Miscellaneous Supplies	$500
	Total Office Supplies & Printing		500
10-2-5209-55	Program Materials & Supplies	Grand Opening Programming	44,000
	Total Programming Materials & Supplies		44,000
10-2-5210-55	Food & Catering for Events	True Lit: Lunch for Speakers and Volunteers	500
	Total Food & Catering for Events		500
10-2-5301-55	Public Notification	Grand Opening Advertising	20,000
	Total Public Notification		20,000
10-2-5303-55	Subscriptions/Publications/Dues	Licensing: Movie Licensing USA	1,700
10-2-5303-55	Subscriptions/Publications/Dues	Licensing: ASCAP	250
10-2-5303-55	Subscriptions/Publications/Dues	Licensing: SESAC	350
10-2-5303-55	Subscriptions/Publications/Dues	Licensing: BMI	200
	Total Subscriptions, Publications and Dues		2,500
10-2-5350-55	Programming Services	True Lit: Keynote	25,000
10-2-5350-55	Programming Services	True Lit: Ancillary Programs - All Ages	2,500
10-2-5350-55	Programming Services	Roots Festival	2,500
10-2-5350-55	Programming Services	Opening Event - Author Travel	2,412
10-2-5350-55	Programming Services	Grand Opening Programming	43,000
	Total Programming Services		75,412
	Total Budgeted for 2021		$142,912

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Library Services
Adult & Reference Services

Program Description, Goals, and Objectives:

The Adult Services Department offers a variety of services to the community, most of which fall into three categories:

Reference and Research Assistance: This team provides customer service to patrons, offering quick reference and detailed research guidance, database and technology demonstrations, interlibrary loan services, test proctoring, computer and printing assistance, faxing and scanning help, and readers' advisory services. Team members are also the primary point for patrons who make material suggestions, whether in person, by telephone, or through email. Team members spend approximately 20 hours per week on the service desk assisting patrons in addition to their programming and collection development responsibilities.

Adult Collections Development: Adult and Reference Services selectors develop and maintain reference, fiction, nonfiction, graphic novel, film, music, audiobook, and electronic collections that are balanced and diverse, as well as educational and entertaining. These collections are designed to represent the varied viewpoints and interests of the community. Selectors are responsive to patron suggestions, ordering a majority of the titles recommended by the public. This team regularly evaluates and decommissions outdated and low circulating materials, ensuring that the collections reflect current information, multiple viewpoints, and materials of interest to everyone. Additionally, selectors develop specialized collections for genealogy, world languages, the digital archives, and the Nonprofit Resource Center.

Programming: The staff is responsible for planning over 300 adult programs annually, showcasing a wide variety of community interests featuring author talks, concerts, yoga sessions, writing workshops, e-reader and computer classes, financial literacy instruction, genealogy seminars, monthly book clubs, hands-on workshops, and a wide variety of themed lectures. The programming schedule is highly diverse and includes offerings with strong appeal that meet the needs of targeted groups such as businesses and nonprofits. Programs range from small, focused sessions like the computer classes and Find It, Fund It classes for nonprofits to large-scale keynote author events and concert series productions.

This team supports established programs such as True Lit, Gathering of the Groups, University of Arkansas Press Author Series, Mountain Street Stage, and Summer Reading Club as well as a variety of programs serving varied customer interests. The Adult Services staff will plan with virtual options in mind during the first quarter 2021 to ensure program offerings maintain public safety during the pandemic, as well as providing topical balance and variety to the public. Adult Services will shift toward in person programming, targeting second quarter 2021 if pandemic conditions allow. In an effort to gain a larger overall audience, Adult Services will continue to promote on social media and increase the number of programs that it streams or records for public viewing.

In 2021, Adult Services goals are the following:
1. Maintain excellent customer service for patrons by providing quality reference and research services, balanced and diverse collections, and varied and informative programming options.
2. Increase purchasing of eBooks, e-audiobooks and high demand titles to fortify collections and reduce hold ratios for patrons.
3. Increase specialized collection purchases for genealogy materials, focusing on recent patterns of migration into Northwest Arkansas.
4. Increase program availability of workshops and classes that typically generate waiting lists.
5. Expand programming to showcase new spaces available, highlighting cooking, tech, art and movement.
6. Create projects to record cultural experiences/family stories from the international communities moving into Northwest Arkansas in order to establish a first hand resource for future local historians and genealogists to utilize.
7. Ensure collections are maintained with proper ordering and weeding and ensure collections can be readily moved to new locations as needed.

Library Services
Adult & Reference Services

Program Expenditures		Actual 2019		Budgeted 2020		Estimated 2020		Budgeted 2021
Personnel Services	$	654,569	$	762,817	$	693,732	$	871,625
Materials and Supplies		11,641		23,529		18,919		16,910
Services and Charges		77,760		51,600		17,115		55,050
Total Adult & Reference Services	$	743,970	$	837,946	$	729,766	$	943,585

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                    Director, Library Services

        Manager,                    Assistant Manager,
        Adult &                     Adult &
        Reference                   Reference
        Services                    Services

  Librarian II    Librarian I      Librarian I       Librarian I
  2 Full Time     3 Full Time      Genealogy         Genealogy
  Positions       Positions        1 Full Time       3 Part Time
                                   Position          Positions

  Assistant Librarian   Librarian I    Library Services   Library Services
  2 Full Time           Genealogy      Generalist         Generalist
  Positions             3 Part Time    Genealogy          8 Part Time
                        Positions      2 Part Time        Positions
                                       Positions
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Library Services
Adult and Reference Services
Line Item Detail

Account #	Account Name	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
General Revenue					
10-2-4220-10	Merchandise Sales	$2,837	$4,600	$257	$0
	Total Materials and Supplies	2,837	4,600	257	0
Personnel Services					
10-2-5100-10	Salaries and Wages	466,656	582,186	504,985	690,456
10-2-5103-10	Overtime Library	1,381	0	1,075	0
10-2-5105-10	PTO (Vacation) Pay	27,876	0	14,851	0
10-2-5106-10	ESL (Sick) Pay	9,550	0	2,229	0
10-2-5112-10	Holiday Pay	5,787	0	7,905	0
	Total Salaries & Wages	511,250	582,186	531,045	690,456
10-2-5109-10	Insurance-Long Term Disability	0	1,672	0	1,663
10-2-5113-10	Social Security Taxes	35,789	44,537	37,603	52,820
10-2-5115-10	Unemployment	660	0	544	0
10-2-5120-10	Insurance-Health	57,506	78,279	65,597	71,451
10-2-5121-10	Insurance-Health Savings Acct	3,933	0	4,680	0
10-2-5122-10	Insurance-Life	2,834	1,633	3,068	2,152
10-2-5125-10	Insurance-AD&D	296	273	319	272
10-2-5135-10	Retirement Saving Plan	42,301	54,237	50,875	52,811
	Total Personnel Services	654,569	762,817	693,732	871,625
Materials and Supplies					
10-2-5200-10	Office Supplies & Printing	5,042	6,839	9,214	8,560
10-2-5209-10	Program Materials & Supplies	2,557	16,400	9,417	6,700
10-2-5210-10	Food & Catering for Events	4,042	290	289	1,650
	Total Materials and Supplies	11,641	23,529	18,919	16,910
Services and Charges					
10-2-5303-10	Subscriptions, Publications and Dues	200	450	200	150
10-2-5350-10	Programming Services	55,590	21,150	9,415	24,900
10-2-5355-10	Distinguished Author Fee RFS	21,500	30,000	7,500	30,000
10-2-5361-10	Training & Travel/Professional Development	470	0	0	0
	Total Services and Charges	77,760	51,600	17,115	55,050
	Total Adult & Reference Services	$743,970	$837,946	$729,766	$943,585

Library Services
Adult and Reference Services
Explanation of Accounts

Account #	Account Name	Additional Description	Budgeted 2021
10-2-5200-10	Office Supplies & Printing	Copier Paper - Public and Reference	$1,200
10-2-5200-10	Office Supplies & Printing	Copier Maintenance Charges	4,860
10-2-5200-10	Office Supplies & Printing	Reference Standard Printing Paper	600
10-2-5200-10	Office Supplies & Printing	Reference Supplies / ILL supplies	1,100
10-2-5200-10	Office Supplies & Printing	Genealogy Supplies	800
	Total Office Supplies & Printing		8,560
10-2-5209-10	Program Materials & Supplies	SRC Prizes	3,000
10-2-5209-10	Program Materials & Supplies	True Lit	500
10-2-5209-10	Program Materials & Supplies	Try FPL	200
10-2-5209-10	Program Materials & Supplies	Kitchen	1,000
10-2-5209-10	Program Materials & Supplies	Genealogy	800
10-2-5209-10	Program Materials & Supplies	Arts/Movement	800
10-2-5209-10	Program Materials & Supplies	Virtual Program Expenses	400
	Total Programming Materials & Supplies		6,700
10-2-5210-10	Food & Catering for Events	Book Club Coffee and Cookies	150
10-2-5210-10	Food & Catering for Events	Gathering of the Groups Luncheon	1,500
	Total Food & Catering for Events		1,650
10-2-5303-10	Subscriptions/Publications/Dues	ALA / ArLA memberships	150
	Total Subscriptions, Publications and Dues		150
10-2-5350-10	Programming Services	Mountain Street Stage - weekly summer series	5,400
10-2-5350-10	Programming Services	Workshops	600
10-2-5350-10	Programming Services	Teaching Kitchen workshops (various instructors)	1,800
10-2-5350-10	Programming Services	True Lit - Publisher Panels	1,500
10-2-5350-10	Programming Services	True Lit - Workshops	400
10-2-5350-10	Programming Services	Gathering of the Groups	3,000
10-2-5350-10	Programming Services	Genealogy	700
10-2-5350-10	Programming Services	Nonprofit and Small Business Center	800
10-2-5350-10	Programming Services	UA Author Special Partnership speaker	1,500
10-2-5350-10	Programming Services	Technology Workshops/Classes (various instructors)	900
10-2-5350-10	Programming Services	Arts/Movement	700
10-2-5350-10	Programming Services	Writing Classes	800
10-2-5350-10	Programming Services	Lectures/Film/Theatre	300
10-2-5350-10	Programming Services	Fayetteville Jazz Festival	600
10-2-5350-10	Programming Services	Music (not SRC) - Monthly	5,400
10-2-5350-10	Programming Services	Opportunity Programs	500
	Total Programming Services		24,900

Account #	Account Name	Additional Description	Budgeted 2021
10-2-5355-10	Distinguished Author Fee-RFS	Author Fee	30,000
	Total Distinguished Author Fees		30,000
	Total Budgeted for 2021		$71,960

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Library Services
Circulation Services Department

Program Description, Goals, and Objectives:

The Circulation Services Department's mission is to handle the annual circulation of 1.3 million materials with aplomb and to streamline processes for maximum patron convenience. Staff endeavors for patrons to receive a friendly and convenient outcome – whether in person, over the phone, or online. As the first face that patrons see when entering the library, the department focuses on providing outstanding customer service at all service desk locations and on the floor while shelving. At the service desks, staff register patrons for new library accounts, update existing accounts, provide voter registration forms, assist patrons with returns, check out materials, take money for fees, sell merchandise, and assist with any library account questions patrons may have. Staff also operate the automated conveyor system, process and pull held items for patrons, gather in-house use statistics, and shelve all returned library materials. All employees in the Circulation Department are required to provide exceptional customer service.

In 2021, Circulation Services goals are the following:
1. Provide outstanding customer service in person, online, and via phone.
2. Strive for more convenient workflows for patrons and staff.
3. Ensure that staff and patrons are knowledgeable about all of the new spaces and services.
4. Prepare for and accommodate changes brought about by the expansion.

Program Expenditures	Actual 2019		Budgeted 2020		Estimated 2020		Budgeted 2021
Personnel Services	$	457,386	$	637,130	$	496,502	$	624,576
Materials and Supplies		18,334		18,575		11,733		13,967
Services and Charges		21,586		23,846		13,565		16,036
Total Circulation Services	$	497,306	$	679,551	$	521,800	$	654,579

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                    Director, Library Services
                              |
                  Manager, Circulation Services
                              |
        ┌─────────────────────┼─────────────────────┐
  Assistant Manager,     Circulation          Library Services
    Circulation          Services Lead          Generalist
     Services            4 Full Time          21 Part Time
                          Positions             Positions
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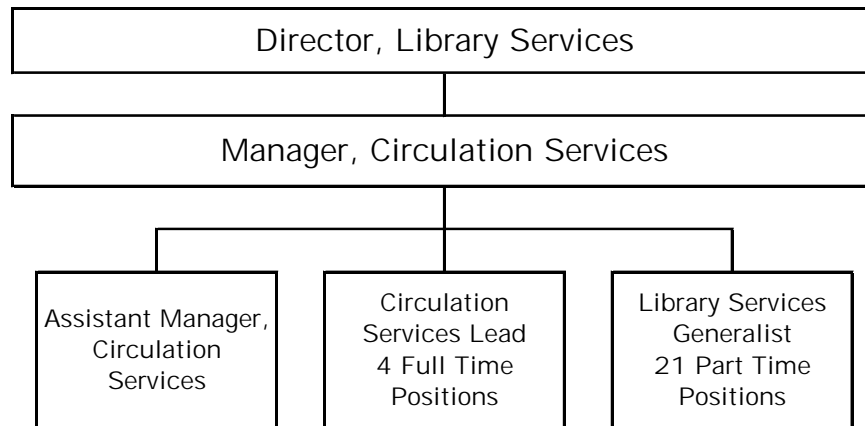
Library Services
Circulation Services Department
Line Item Detail

Account #	Account Name	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services					
10-2-5100-15	Salaries and Wages	$335,177	$535,210	$393,731	$516,183
10-2-5103-15	Overtime	1,022	0	450	0
10-2-5105-15	PTO (Vacation) Pay	28,301	0	10,763	0
10-2-5106-15	ESL (Sick) Pay	6,269	0	4,720	0
10-2-5112-15	Holiday Pay	5,358	807	7,345	0
	Total Salaries & Wages	376,127	536,017	417,008	516,183
10-2-5109-15	Insurance-Long Term Disability	0	807	0	835
10-2-5113-15	Social Security Taxes	27,619	40,943	30,739	39,488
10-2-5115-15	Unemployment	817	0	365	0
10-2-5120-15	Insurance - Health	19,791	33,494	17,442	44,517
10-2-5121-15	Insurance - Health Savings Acct	4,988	0	4,423	0
10-2-5122-15	Insurance - Life	1,499	792	1,427	820
10-2-5125-15	Insurance - AD&D	168	68	158	71
10-2-5135-15	Retirement Saving Plan	26,377	25,009	24,940	22,662
	Total Personnel Services	457,386	637,130	496,502	624,576
Materials and Supplies					
10-2-5200-15	Office Supplies & Printing	3,644	9,000	9,000	4,627
10-2-5202-15	Tech Supplies	2,641	3,800	1,319	2,750
10-2-5225-15	Damages & Paid	3,187	4,225	859	3,250
10-2-5226-15	Merchandise for Resale	2,989	1,250	556	3,040
10-2-5255-15	Circulating Equipment	5,873	300	0	300
	Total Materials and Supplies	18,334	18,575	11,733	13,967
Services and Charges					
10-2-5303-15	Subscriptions, Publications and Dues	3,160	3,150	3,060	3,240
10-2-5335-15	Professional Services	3,347	4,800	1,848	1,000
10-2-5346-15	Drop Box Services	10,260	11,566	8,657	11,796
10-2-5360-15	Mileage Reimbursement	0	250	0	0
10-2-5361-15	Travel & Training/Professional Development	4,819	4,080	0	0
	Total Services and Charges	21,586	23,846	13,565	16,036
	Total Circulation	$497,306	$679,551	$521,800	$654,579

Library Services
Circulation Services
Explanation of Accounts

Account #	Account Name	Additional Description	Budgeted 2021
10-2-5200-15	Office Supplies & Printing	Office Supplies, Library Cards, & iCards	$4,627
	Total Office Supplies & Printing		4,627
10-2-5202-15	Tech Supplies	Disc Repair Supplies-Major Part Repl. Planned	2,750
	Total Tech Supplies		2,750
10-2-5225-15	Damages & Paid	AV/Book Repair	3,250
	Total Damages & Paid		3,250
10-2-5226-15	Merchandise for Resale	Bags, SRC Shirts, Earbuds, & Jump Drives	3,040
	Total Merchandise for Resale		3,040
10-2-5255-15	Circulating Equipment	Replacement Parts & Bike Locks	300
	Total Circulating Equipment		300
10-2-5303-15	Subscriptions/Publications/Dues	Data Warehouse Creation/Maintenance (Quipu)	3,000
10-2-5303-15	Subscriptions/Publications/Dues	Phone Carrier Lookup (FreeCarrierLookup.com)	240
	Total Subscriptions, Publications and Dues		3,240
10-2-5335-15	Professional Services	Collection Agency /Natl. Address Report	1,000
	Total Professional Services		1,000
10-2-5346-15	Drop Box Services	Remote Drop Pickup	11,796
	Total Drop Box Services		11,796
	Total Budgeted for 2021		$30,003

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Library Services
Technical Services

<u>Program Description, Goals, and Objectives:</u>

The Technical Services Department's main function is to provide access to newly acquired materials. Technical Services staff works closely with other departments to order, receive, and route new materials as quickly as possible. Purchase orders are created for new acquisitions, funds are monitored, invoices are received and paid, any acquisition issues are resolved, and fiscal year management is performed through Polaris. New materials are received and inspected for quality and any damaged during shipping are returned expediently. Volunteers and staff cover books and ready cases, boxes, and bags to prepare materials for circulation. Accurate and thorough physical processing using quality supplies aids the longevity of the collections. Staff catalog materials by acquiring or creating bibliographic records. Monthly database maintenance preserves the integrity of the online catalog which includes deleting withdrawn materials and replacing inaccurate or obsolete records. Access to accurate bibliographic data allows patrons to easily identify and locate materials needed. As part of a reciprocal borrowing agreement, staff also maintains its holdings with OCLC (Online Computer Library Center). This allows the Fayetteville Public Library and other libraries within the OCLC consortium to borrow and lend materials, providing even greater access to materials for patrons.

In 2021, Technical Services goals are the following:
1. Ensure that patrons are able to easily identify and access materials through the online catalog.
2. Maintain the data integrity of the catalog and collections.
3. Maintain the physical integrity and appearance of the collections with proper repair and preservation methods and supplies.
4. Process collections as accurately and efficiently to ensure that patrons have timely access to the newest collections.
5. Acquire new materials by placing orders, receiving and paying invoices, monitoring funds and fiscal year through Polaris.

Program Expenditures	Actual 2019		Budgeted 2020		Estimated 2020		Budgeted 2021
Personnel Services	$	317,322	$	306,692	$	289,807	$	319,661
Materials and Supplies		35,726		44,588		36,776		34,700
Services and Charges		3,089		2,012		1,338		1,412
Total Technical Services	$	356,137	$	353,292	$	327,922	$	355,773

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                    Director, Library Services

           Manager,              Assistant
           Technical             Manager,
           Services              Technical
                                 Services

      Librarary            Librarary
      Techical             Technical
      Services             Services
      2 Full Time          2 Part Time
      Positions            Positions
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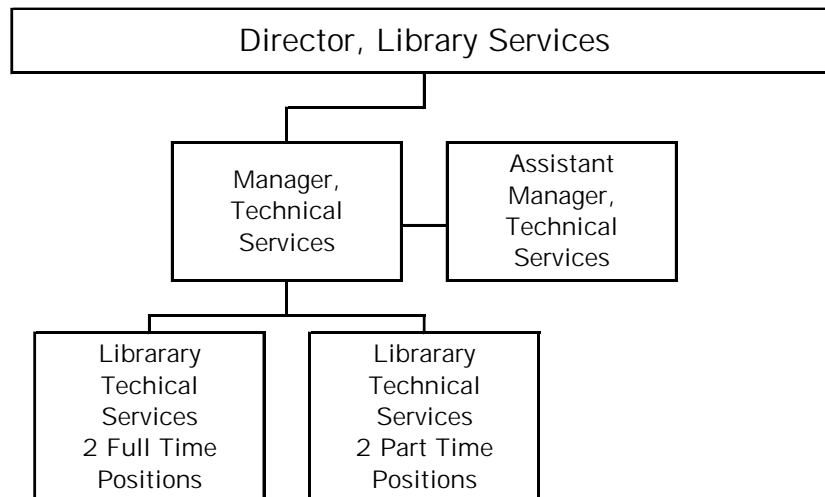
Library Services
Technical Services
Line Item Detail

Account #	Account Name	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services					
10-2-5100-40	Salaries and Wages	$232,201	$238,320	$224,201	$252,072
10-2-5103-40	Overtime	31	0	16	0
10-2-5105-40	PTO (Vacation) Pay	14,402	0	4,263	0
10-2-5106-40	ESL (Sick) Pay	3,080	0	1,619	0
10-2-5112-40	Holiday Pay	2,586	0	3,169	0
	Total Salaries & Wages	252,300	238,320	233,268	252,072
10-2-5109-40	Insurance-Long Term Disability	0	773	0	779
10-2-5113-40	Social Security Taxes	18,266	19,486	16,991	19,284
10-2-5115-40	Unemployment	360	0	257	0
10-2-5120-40	Insurance-Health	20,109	23,421	17,391	24,805
10-2-5121-40	Insurance-Health Savings Acct	2,656	0	2,491	0
10-2-5122-40	Insurance-Life	1,493	703	1,292	709
10-2-5125-40	Insurance-AD&D	160	67	141	66
10-2-5135-40	Retirement Saving Plan	21,978	23,922	17,975	21,947
	Total Personnel Services	317,322	306,692	289,807	319,661
Materials and Supplies					
10-2-5200-40	Office Supplies & Printing	3,995	3,600	3,600	3,600
10-2-5202-40	Tech Supplies	16,166	19,388	22,897	15,000
10-2-5233-40	Computer Software - Cataloging	15,565	21,600	10,279	16,100
	Total Materials & Supplies	35,726	44,588	36,776	34,700
Service and Charges					
10-2-5303-40	Subscriptions, Publications and Dues	200	300	0	0
10-2-5361-40	Training & Travel/Professional Dev.	2,889	1,712	1,338	1,412
	Total Services and Charges	3,089	2,012	1,338	1,412
	Total Technical Services	$356,137	$353,292	$327,922	$355,773

Library Services
Technical Services
Explanation of Accounts

Account #	Account Name	Additional Description	Budgeted 2021
10-2-5200-40	Office Supplies & Printing	Supplies/Copies/Printing	$3,600
	Total Office Supplies & Printing		3,600
10-2-5202-40	Tech Supplies	Physical Processing Supplies	15,000
	Total Tech Supplies		15,000
10-2-5233-40	Computer Software/Cataloging	OCLC	10,000
	Computer Software/Cataloging	Baker & Taylor TS360	3,500
	Computer Software/Cataloging	Baker & Taylor Content Café	2,100
	Computer Software/Cataloging	Ingram (Online Book Review)	300
	Computer Software/Cataloging	RDA Toolkit-1 Shared License	200
	Total Computer Software - Cataloging		16,100
10-2-5361-40	Travel & Training/Prof. Dev.	Computers in Libraries Conference	1,412
	Total Travel & Training/Professional Development		1,412
	Total Budgeted for 2021		$36,112

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Library Services
Teen Services

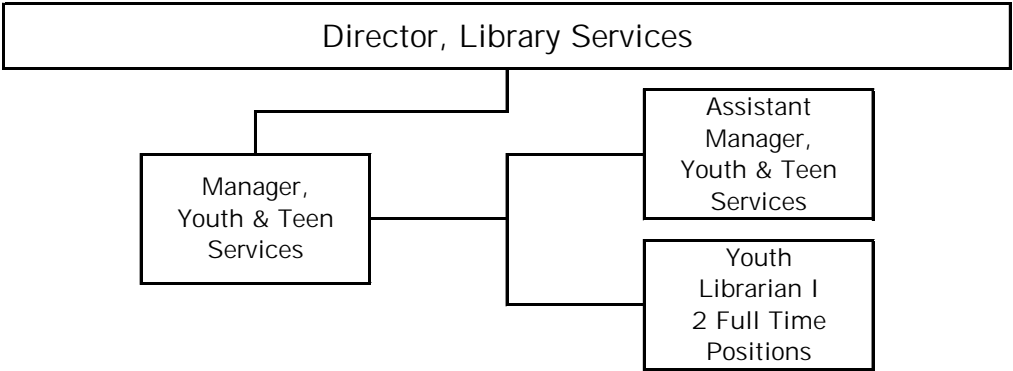Program Description, Goals, and Objectives:

The Teen Services Department strives to meet the informational and recreational needs of the teen community with unrestricted access to an expansive collection of materials in multiple formats (both physical and digital). Librarians create programming that is educational and relevant. Staff offers a designated space for teens to congregate, socialize, play games, read, and study either in groups or independently. Teen Services promotes literacy with a large and successful 12-week summer reading program. The teen computer lab offers exclusive access to iMac workstations fully loaded with software. Teen librarians assist with the distribution of iCards that give area students access to numerous online resources and databases both in the Library as well as from home (including resources which may not be available at school). The Teen Advisory Board creates a foundation for community-focused service for and/or by teens. Teen Services supports scholastic endeavors such as school/career planning with a dedicated college/test prep collection, digital resources, and live ACT tutoring. Staff continually offers outreach initiatives including school visits, library tours, database demonstrations, walk-throughs, etc. Because adolescence can be a difficult period of social development and adjustment for many teens, staff serves as role models and positive influences through a unique relationship, balancing the personal and professional to create the "guidance counselor" role of the teen librarian.

In 2021, Teen Services goals are the following:
1. Create and cultivate a space and place for teens to "be" utilizing the new Teen Library. The space and staff should be welcoming, friendly, and offer a community place for teens to study, attend programs, participate in gaming, and hang out with friends.
2. Provide programs that create community and develop and foster interests of area teens; always seeking to improve and feedback.
3. Expand programming to showcase cooking, technology, art and movement, and outdoor spaces in creating engaging and relevant programs.
4. Further partnerships with middle and junior and high school librarians, seeking ways to engage beyond what was done in the past. Allow them to bring students to our space during the school day and provide programs to help enrich and expand what is taking place in schools.
5. Create a space and atmosphere that teens cannot resist wanting to come back to or enter into as the youth patrons turn into teen patrons. The expanded library offers a chance to sustain relationships with youth patrons grow and mature.
6. Continue and expand the Teen Advisory Board to offer feedback on existing and future programs and expand this audience.
7. Build and sustain the audience of the new teen library by creating programs to encourage regular use and by working with schools to foster interest and creative incentives for teens using the Library.
8. Offer intentional "passive" programming that allows students to always have something to do and a way to engage while visiting the teen library.

Program Expenditures		Actual 2019		Budgeted 2020		Estimated 2020		Budgeted 2021
Personnel Services	$	178,481	$	192,070	$	179,441	$	192,045
Materials and Supplies		10,023		14,840		5,187		12,100
Services and Charges		4,429		4,000		1,720		5,000
Total Teen Services	$	192,933	$	210,910	$	186,348	$	209,145

Director, Library Services

Manager,
Youth & Teen
Services

Assistant
Manager,
Youth & Teen
Services

Youth
Librarian I
2 Full Time
Positions

Library Services
Teen Services
Line Item Detail

Account #	Account Name	Actual 2019	Adjusted Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services					
10-2-5100-42	Salaries and Wages	$125,772	$139,866	$143,875	$149,354
10-2-5103-42	Overtime	68	0	3	0
10-2-5105-42	PTO (Vacation) Pay	15,309	0	2,118	0
10-2-5106-42	ESL (Sick) Pay	3,078	0	420	0
10-2-5112-42	Holiday Pay	2,051	0	3,253	0
	Total Salaries & Wages	146,278	139,866	149,669	149,354
10-2-5109-42	Insurance-Long Term Disability	0	548	0	493
10-2-5113-42	Social Security Taxes	10,652	12,937	6,525	11,426
10-2-5115-42	Unemployment	115	0	(26)	0
10-2-5120-42	Insurance-Health	6,892	21,212	4,698	15,311
10-2-5121-42	Insurance-Health Savings Account	2,895	0	3,289	0
10-2-5122-42	Insurance-Life	348	548	316	484
10-2-5125-42	Insurance-AD&D	46	48	46	42
10-2-5135-42	Retirement Saving Plan	11,255	16,911	14,923	14,935
	Total Personnel Services	178,481	192,070	179,441	192,045
Materials and Supplies					
10-2-5209-42	Programming Materials & Supplies	9,107	12,840	5,023	11,100
10-2-5210-42	Food & Catering for Events	916	2,000	164	1,000
	Total Materials and Supplies	10,023	14,840	5,187	12,100
Services and Charges					
10-2-5350-42	Programming Services	4,429	4,000	1,720	5,000
	Total Services and Charges	4,429	4,000	1,720	5,000
	Total Teen Services	$192,933	$210,910	$186,348	$209,145

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Library Services
Teen Services
Explanation of Accounts

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Account #		Additional Description	Budgeted 2021
10-2-5209-42	Program Materials & Supplies	Boxed Book Society Program	$900
10-2-5209-42	Program Materials & Supplies	Teen School Year	4,000
10-2-5209-42	Program Materials & Supplies	Summer Reading	3,800
10-2-5209-42	Program Materials & Supplies	Innovation Center Programming	700
10-2-5209-42	Program Materials & Supplies	Kitchen Programming	700
10-2-5209-42	Program Materials & Supplies	General Programming and Workshop Supplies	1,000
	Total Programming Materials & Supplies		11,100
10-2-5210-42	Food & Catering for Events	Teen School Year	500
10-2-5210-42	Food & Catering for Events	Summer Reading	500
	Total Food & Catering for Events		1,000
10-2-5350-42	Programming Services	Teen School Year	1,000
10-2-5350-42	Programming Services	Kitchen Programming	1,200
10-2-5350-42	Programming Services	Innovation Center	1,200
10-2-5350-42	Programming Services	Summer Reading	1,600
	Total Programming Services		5,000
	Total Budgeted for 2021		$17,100

Library Services
Community Engagement

<u>Program Description, Goals, and Objectives:</u>

The Community Engagement Department supports the library's commitment in providing free and public access to library services, promoting diverse library patronage and involvement through volunteering, outreach and events. Volunteers provide vital, weekly operational assistance to all departments and ensure special author events, programs and outreach activities are fully supported. Outreach efforts serve youth to aging populations and are a reflection of the needs of the community. Staff addresses pre-kindergarten readiness and building confidence in reading, food insecurity and developing healthy habits and the social and emotional well-being offered by lifelong learning. The Tyson Foods funded Multicultural Engagement Initiative has allowed outreach efforts to expand, focusing on building relationships with and offering programming for Spanish and Marshallese patrons. Staff also provides fun and engaging pop-up libraries throughout the community - bringing the library beyond the walls of the physical building. To meet the demands of the expansion-related growth, the event coordinator will work cooperatively with library departments, patrons and community members to effectively plan and execute up to 100 events per year in multiple event spaces throughout the Library.

Volunteer and Outreach Services was enhanced in 2020 with the addition of the Library's first event coordinator. Since volunteer support, outreach efforts and the successful delivery of events engage patrons from a community-focused perspective, Volunteer and Outreach Services is now identified as the Community Engagement Department.

In 2021, Community Engagement goals are the following:
1. Continue to provide quality volunteers for daily operations and special author events and programs with special attention paid to identifying new opportunities for recognition and retention.
2. Develop survey to evaluate overall volunteer satisfaction and feedback and identify needs.
3. Further define and re-imagine the Books and Bites program to provide the most effective experience for program partners and the students served.
4. Continue the use of video content to be used on social media channels.
5. Continue to evaluate existing outreach programs and explore new opportunities, including but not limited to cultivating new community connections and planning for the creation of a FPL Story Walk.
6. Continue to provide educational programming resources and pop-up libraries geared toward multicultural audiences.
7. Expand online and building wayfinding access for multicultural audiences.
8. Effectively plan, execute and improve working methods for internal and external special events.

Program Expenditures	Actual 2019		Budgeted 2020	Estimated 2020		Budgeted 2021
Personnel Services	$	81,130	$ 169,150	151,073	$	205,158
Materials and Supplies		51,021	114,665	36,487		98,698
Services and Charges		16,970	25,945	14,319		77,015
Total Community Engagement	$	149,121	$ 309,760	201,880	$	380,871

Library Services
Community Engagement

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┌─────────────────────────────────────────────────────┐
│             Director, Library Services                │
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│          Manager, Community Engagement                │
└─────────────────────────────────────────────────────┘

┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│  Volunteer   │   │    Event     │   │ Multicultural│
│  Assistant   │   │ Coordinator  │   │   Liaison    │
└──────────────┘   └──────────────┘   └──────────────┘
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Library Services
Community Engagement
Line Item Detail

Account #	Account Name	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services					
10-2-5100-45	Salaries and Wages	$62,161	$130,953	$123,467	$157,300
10-2-5103-45	Overtime	0	0	0	0
10-2-5105-45	PTO (Vacation)	3,123	0	503	0
10-2-5106-45	ESL (Sick) Pay	299	0	0	0
10-2-5112-45	Holiday Pay	126	0	910	0
	Total Salaries & Wages	65,709	130,953	124,881	157,300
10-2-5109-45	Insurance-Long Term Disability	0	310.00	310	458
10-2-5113-45	Social Security Taxes	4,690	8,764	8,093	12,033
10-2-5115-45	Unemployment	109	0	136	0
10-2-5120-45	Insurance-Health	4,110	19,014	9,486	23,387
10-2-5121-45	Insurance-Health Savings Account	991	0	1,699	0
10-2-5122-45	Insurance-Life	308	305	666	450
10-2-5125-45	Insurance-AD&D	35	26	73	39
10-2-5135-45	Retirement Saving Plan	5,178	9,778	5,729	11,490
	Total Personnel Services	81,130	169,150	151,073	205,158
Materials and Supplies					
10-2-5200-45	Office Supplies & Printing	330	1,565	915	900
10-2-5209-45	Programming Materials & Supplies	45,424	110,600	33,072	95,298
10-2-5210-45	Food & Catering for Events	5,267	2,500	2,500	2,500
	Total Materials and Supplies	51,021	114,665	36,487	98,698
Services and Charges					
10-2-5303-45	Subscriptions, Publications and Dues	225	665	500	415
10-2-5335-45	Professional Services	0	0	0	1,500
10-2-5344-45	Contract Services	0	0	0	1,500
10-2-5350-45	Programming Services	14,542	21,545	9,861	66,000
10-2-5360-45	Mileage reimbursement	0	500	0	500
10-2-5361-45	Travel & Training/Professional Development	0	300	358	600
10-2-5368-45	Event Cost	0	0	0	3,000
10-2-5385-45	Volunteer Program & Recognition	2,203	2,935	3,600	3,500
	Total Services and Charges	16,970	25,945	14,319	77,015
	Total Community Engagement	$149,121	$309,760	$201,880	$380,871

Library Services
Community Engagement
Explanation of Accounts

Account #	Account Name	Additional Description	Budgeted 2021
10-2-5200-45	Office Supplies & Printing	Miscellaneous Office Supplies	$250
10-2-5200-45	Office Supplies & Printing	Printing	500
10-2-5200-45	Office Supplies & Printing	Lanyards	150
	Total Office Supplies & Printing		900
10-2-5209-45	Program Materials & Supplies	Outreach Materials/Rebrand	16,000
10-2-5209-45	Program Materials & Supplies	Multicultural Grant Supplies	42,145
10-2-5209-45	Program Materials & Supplies	Multicultural Grant Rollover from 2020	7,153
10-2-5209-45	Program Materials & Supplies	Books and Bites Rollover from 2020	30,000
	Total Programming Materials & Supplies		95,298
10-2-5210-45	Food & Catering for Events	Volunteer Holiday Party	2,500
	Total Food & Catering for Events		2,500
10-2-5303-45	Subscriptions/Publications/Dues	Membership Dues	165
10-2-5303-45	Subscriptions/Publications/Dues	Booth Fees	250
	Total Subscriptions, Publications and Dues		415
10-2-5335-45	Professional Services	Piano Tuning	1,500
	Total Professional Services		1,500
10-2-5344-45	Contract Services	Party Rental	1,500
	Total Contract Services		1,500
10-2-5350-45	Programming Services	Multicultural Grant Programming	44,000
10-2-5350-45	Programming Services	Multicultural Grant Rollover from 2020	22,000
	Total Mileage Reimbursement		66,000
10-2-5360-45	Mileage Reimbursement	Mileage Reimbursement	500
	Total Mileage Reimbursement		500
10-2-5361-45	Travel & Training/Prof. Dev.	Professional Development	600
	Total Training & Travel/Professional Development		600
10-2-5368-45	Event Cost	Materials for Events as Needed	3,000
	Total Event Cost		3,000

Library Services
Community Engagement
Explanation of Accounts

Account #	Account Name	Additional Description	Budgeted 2021
10-2-5385-45	Volunteer Recognition	Spring Appreciation	400
10-2-5385-45	Volunteer Recognition	Volunteer Gifts	1,000
10-2-5385-45	Volunteer Recognition	Holiday Party Gifts	1,500
10-2-5385-45	Volunteer Recognition	Holiday Party Incentives	300
10-2-5385-45	Volunteer Recognition	Miscellaneous	300
	Total Volunteer Recognition		3,500
	Total Budgeted for 2021		$175,713

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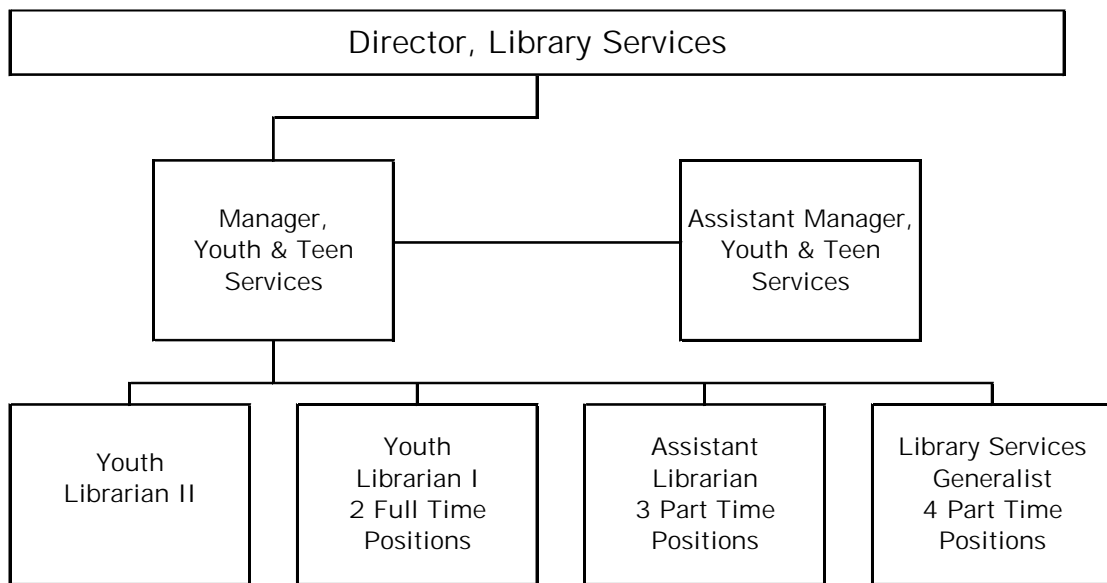
Program Description, Goals, and Objectives:

The Youth Services Department promotes literacy through relevant and popular collections and top notch, cutting-edge programming. The youth staff offers well rounded collections that reflect the needs and interests of the community. Staff also offers a multitude of educational and entertaining programs for birth through 4th grade. Programs include story times for infants, toddlers, preschoolers, and school age children, as well as fun family programs each Saturday morning. Other regular programs offered throughout the year include homework helpers, writing workshops, after school workshops, outreach story times, gaming tournaments and events, robotics camps, chess club, coding club, and art and theatre camps. Special, family-focused programs offered throughout the year include celebrations of the Chinese New Year, Halloween, Hanukkah, Kwanzaa, Christmas, St. Patrick's Day, Cinco de Mayo, and Read Across America. The longest and largest programming series is the Summer Reading Club which spans 12 weeks each summer. The program addresses summer literacy loss and encourages children to read during the summer. Programs and camps offered during the summer bring children and families in and encourages to participation in the reading portion of programming by offering great incentives and grand prizes. The librarians promote this program in partnership with Fayetteville Public Schools and visit the schools to promote the program and engage the children.

In 2021, Youth Services goals are the following:
1. Build programming and collections for the target audience of infant through 4th grade, utilizing and showcasing new spaces, opportunities and resources and allowing children and families to explore and enjoy this beautiful new community resource.
2. Continue all regular weekly, monthly, and special family events.
3. Expand programming to showcase the new spaces - cooking, technology, art and movement, and the gathering glade.
4. Increase program availability of workshops and classes that have waiting lists by duplicating programs or offering virtual options.
5. Offer a top notch summer reading series to engage children and families during the summer and help decrease summer literacy loss.
6. Measure program success by the number of participants, hours read, programs attended, and customer feedback via print evaluation forms.
7. Push the boundaries of programming by always innovating, trying new things, gathering feedback, and working with partners to provide high quality programs in all areas.
8. Create and foster an atmosphere that welcomes all families, children and teens. This is planned through customer interactions, introductions of new spaces and options, and programs that engage and invite.
9. Continue afterschool programs such as writing camps, homework help, and workshops and seek to utilize new spaces and areas in the continued development of programs.

Program Expenditures	Actual 2019		Budgeted 2020		Estimated 2020		Budgeted 2021
Personnel Services	$ 63,717	$	346,388	$	311,277	$	372,698
Materials and Supplies	27,109		41,480		33,365		23,480
Services and Charges	33,290		30,150		6,191		32,250
Total Youth Services	$ 124,116	$	418,018	$	350,834	$	428,428

Library Services
Youth Services

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┌─────────────────────────────────────────────────────────────┐
│                 Director, Library Services                    │
└─────────────────────────────────────────────────────────────┘
          │
    ┌─────────────────────┐          ┌─────────────────────┐
    │     Manager,        │──────────│  Assistant Manager, │
    │   Youth & Teen      │          │    Youth & Teen     │
    │     Services        │          │      Services       │
    └─────────────────────┘          └─────────────────────┘
          │
 ┌──────────┬──────────────┬──────────────┬──────────────┐
 │  Youth   │    Youth     │  Assistant   │Library Services│
 │Librarian │  Librarian I │   Librarian  │  Generalist   │
 │    II    │ 2 Full Time  │ 3 Part Time  │ 4 Part Time   │
 │          │  Positions   │  Positions   │  Positions    │
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Library Services
Youth Services
Line Item Detail

Account #	Account Name	Actual 2019	Adjusted Budget 2020	Estimated 2020	Budgeted 2021
Personnel Services					
10-2-5100-50	Salaries and Wages	$209,587	$276,348	$244,016	$303,800
10-2-5103-50	Overtime	119	0	21	0
10-2-5105-50	PTO (Vacation) Pay	15,538	0	3,395	0
10-2-5106-50	ESL (Sick) Pay	2,508	0	1,177	0
10-2-5112-50	Holiday Pay	1,928	0	5,174	0
	Total Salaries & Wages	D	276,348	253,783	303,800
10-2-5109-50	Insurance-Long Term Disability	0	591	0	756
10-2-5113-50	Social Security Taxes	16,402	18,903	18,487	23,241
10-2-5115-50	Unemployment	472	0	475	0
10-2-5120-50	Insurance-Health	30,612	31,481	23,316	21,184
10-2-5121-50	Insurance-Health Savings Account	1,233	0	850	0
10-2-5122-50	Insurance-Life	1,632	580	1,911	742
10-2-5125-50	Insurance-AD&D	169	50	197	65
10-2-5135-50	Retirement Saving	13,197	18,435	12,259	22,911
	Total Personnel Services	63,717	346,388	311,277	372,698
Materials and Supplies					
10-2-5200-50	Office Supplies & Printing	4,960	7,000	1,583	8,000
10-2-5209-50	Programming Materials & Supplies	18,140	32,000	31,533	13,000
10-2-5210-50	Food & Catering for Events	3,066	2,480	250	2,480
10-2-5240-50	Signs and Sign MaterialsLibrary	925	0	0	0
10-2-5260-50	Print BooksLibrary	18	0	0	0
	Total Materials and Supplies	27,109	41,480	33,365	23,480
Services and Charges					
10-2-5301-50	Public Notification	450	0	0	0
10-2-5303-50	Publications and DuesLibrary	254	0	165	0
10-2-5350-50	Programming Services	27,771	21,550	5,580	32,250
10-2-5358-50	Hospitality	225	0	0	0
10-2-5361-50	Travel & Training/Professional Development	4,590	8,600	447	0
	Total Services and Charges	33,290	30,150	6,191	32,250
	Total Youth Services	$124,116	$418,018	$350,834	$428,428

Library Services
Youth Services
Explanation of Accounts

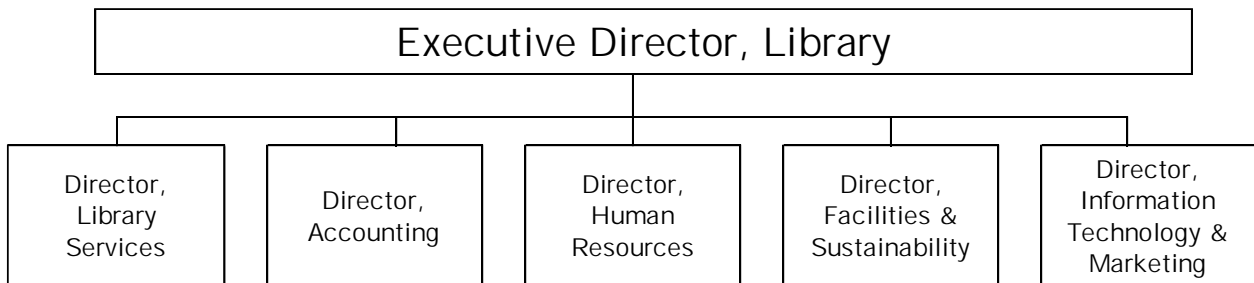| Account #	Account Name	Additional Description	Budgeted 2021
10-2-5200-50	Office Supplies & Printing	Paper and Copier Charges	$6,000
10-2-5200-50	Office Supplies & Printing	Paper for Public Copier	500
10-2-5200-50	Office Supplies & Printing	Other Office Supplies	1,500
	Total Office Supplies & Printing		8,000
10-2-5209-50	Program Materials & Supplies	1000 Books before Kindergarten	2,000
10-2-5209-50	Program Materials & Supplies	Kitchen Programming	750
10-2-5209-50	Program Materials & Supplies	Innovation Center Programming	750
10-2-5209-50	Program Materials & Supplies	SRC - Prizes	2,000
10-2-5209-50	Program Materials & Supplies	SRC - Workshops & Camps	2,000
10-2-5209-50	Program Materials & Supplies	School Year Workshops	2,500
10-2-5209-50	Program Materials & Supplies	Storytime Supplies	500
10-2-5209-50	Program Materials & Supplies	Supplies/Grand Opening Giveaways and Prizes	2,000
10-2-5209-50	Program Materials & Supplies	Supplies for Toddlers and Baby Play Programs	500
	Total Programming Materials & Supplies		13,000
10-2-5210-50	Food & Catering for Events		2,480
	Total Food & Catering for Events		2,480
10-2-5350-50	Programming Services	Technology/Innovation Center Programs	1,500
10-2-5350-50	Programming Services	Kitchen Programming	1,000
10-2-5350-50	Programming Services	SRC - Kickoff	1,000
10-2-5350-50	Programming Services	SRC Preschool Events	4,000
10-2-5350-50	Programming Services	SRC Elementary Events	6,750
10-2-5350-50	Programming Services	SRC Super Saturdays	4,000
10-2-5350-50	Programming Services	School Year Saturdays	6,000
10-2-5350-50	Programming Services	SRC Workshops	2,000
10-2-5350-50	Programming Services	Ancillary Programming -Theatre Squared	2,000
10-2-5350-50	Programming Services	Year Long Grand Opening Programming	4,000
	Total Programming Services		32,250
	Total Budgeted for 2021		$55,730

Program Description, Goals, and Objectives:

The Executive Director of the Fayetteville Public Library reports to the Board of Trustees on all areas of the Library including the current expansion project. The Executive Director is responsible for the supervision of the library directors and managers, represents the Library in the community, promotes the Library's services and is a liaison with the City of Fayetteville, peer organizations, and the community. The Director of Library Services serves as the deputy executive director overseeing the day-to-day library activities and directing front-line customer operations. The Director of Library Services helps establish long-range, annual performance, and budget goals and works with the administrative team to monitor library operations and improve efficiency.

The Human Resources Department processes payroll and associated reports, provides benefit administration and employee education on the benefits offered, and ensures compliance with state and federal laws.

In 2021, the Administration Department's goals are the following:
1. Develop strategies that ensure and enhance consistent evaluation of program offerings and staff performance.
2. Lead implementation of the Library's strategic plan.
3. Guide planning and implementation of the Fayetteville Public Library's expanded services.
4. Oversee and guide the grand opening and management of new and newly expanded services and work processes.
5. Identify consultant to guide library DEI training and DEI policy audits.
6. Provide management and employee training to ensure recruitment and retention of qualified staff.
7. Provide competitive wages and benefits by monitoring pay and benefits in the region and among peer libraries.
8. Develop a multi-year staffing and benefits plan to keep FPL competitive while addressing the staffing needs of a growing library.

Program Expenditures	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services	$ 292,740	$ 365,572	$ 350,451	$ 634,430
Materials and Supplies	19,614	22,856	17,554	34,856
Services and Charges	97,333	640,890	583,323	640,494
Administration Total Before Internal Fund Transfers	$ 409,687	$ 1,029,318	$ 951,328	$ 1,309,780
Transfers to Internal Funds				
Transfer to Furniture & Equipment	21,874	0	0	0
Transfer to Facility Reserve	10,000	0	0	0
Transfer to IT Reserve	151,270	0	0	0
Total Transfers	$ 183,144	$ 0	$ 0	$ 0
Total Administration	$ 592,831	$ 1,029,318	$ 951,328	$ 1,309,780

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                    Executive Director, Library
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Director,    Director,   Director,    Director,     Director,
Library      Accounting  Human        Facilities &  Information
Services                 Resources    Sustainability Technology &
                                                     Marketing
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Support Services
Administration
Line Item Detail

Account #	Account Name	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services					
10-1-5100-05	Salaries and Wages	$229,702	$270,194	$259,636	$367,245
10-1-5103-05	Overtime	0	0	55	0
10-1-5105-05	PTO (Vacation) Pay	1,323	0	9,165	0
10-1-5106-05	ESL (Sick) Pay	4,861	0	252	0
10-1-5112-05	Holiday Pay	0	0	966	0
	Total Salaries & Wages	235,886	270,194	270,074	367,245
10-1-5109-05	Insurance-Long Term Disability	0	955	955	1,237
10-1-5110-05	Salary Contingency	0	3,003	3,003	126,127
10-1-5113-05	Social Security Taxes	17,095	22,162	19,676	28,094
10-1-5115-05	Unemployment	120	0	122	5,900
10-1-5116-05	Workers Compensation Insurance	0	0	0	15,170
10-1-5120-05	Insurance-Health	21,127	39,233	23,475	33,516
10-1-5121-05	Insurance-Health Savings Acct	3,760	0	4,326	0
10-1-5122-05	Insurance-Life	1,345	906	1,540	1,215
10-1-5125-05	Insurance-AD&D	129	150	148	202
10-1-5135-05	Retirement Saving Plan	13,278	28,969	27,133	36,724
10-1-5136-05	Pension and Cafeteria Admin	0	0	0	19,000
	Total Personnel Services	292,740	365,572	350,451	634,430
Materials and Supplies					
10-1-5200-05	Office Supplies & Printing	19,614	22,856	17,554	33,856
10-1-5236-05	Computer Software	0	0	0	1,000
	Total Materials and Supplies	19,614	22,856	17,554	34,856
Services and Charges					
10-1-5301-05	Public Notification	1,986	800	264	1,800
10-1-5303-05	Subscriptions, Publications and Dues	754	1,000	744	1,284
10-1-5305-05	Postage	12,161	12,100	5,061	12,100
10-1-5308-05	Equipment Rental/Lease	11,560	520,000	520,000	416,000
10-1-5309-05	Rent	14,400	0	14,400	0
10-1-5320-05	Insurance - Building	0	1,900	0	101,900
10-1-5322-05	Insurance - Liability	9,830	6,540	10,960	6,540
10-1-5339-05	Professional Fees	17,124	11,500	10,300	0
10-1-5341-05	Legal	2,697	10,000	2,904	6,000
10-1-5342-05	Outside Services	18	0	0	18,700
10-1-5344-05	Contract Services	1,210	42,350	544	9,000
10-1-5357-05	Donor Cultivation	250	0	0	0
10-1-5358-05	Hospitality	2,829	1,200	250	1,200
10-1-5360-05	Mileage Reimbursement	217	500	0	0
10-1-5361-05	Training & Travel/Professional Development	1,164	26,000	11,209	58,970
10-1-5375-05	Employee Recognition	21,133	6,500	6,500	6,500
10-1-5385-05	Board & Volunteer Recognition	0	500	186	500
	Total Services and Charges	97,333	640,890	583,323	640,494

Support Services
Administration
Line Item Detail

Account #	Account Name	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Transfers					
10-1-5715-05	Transfer to Furniture & Equipment	21,874	0	0	0
10-1-5730-05	Transfer to Facility Reserve	10,000	0	0	0
10-1-5750-05	Transfer to IT Reserve	151,270	0	0	0
	Total Transfers	183,144	0	0	0
	Total Administration	$592,831	$1,029,318	$951,328	$1,309,780

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Support Services
Administration
Explanation of Accounts

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Account #	Account Name	Additional Description	Budgeted 2021
10-1-5115-05	Unemployment Insurance	Librarywide	$5,900
	Total Unemployment Insurance		5,900
10-1-5116-05	Workers Compensation Ins.	Librarywide	15,170
	Total Workers Compensation Insurance		15,170
10-1-5136-05	Pension Administration Fees	Bank Fees for the Employee Retirement Fund	19,000
	Total Pension Administration Fees		19,000
10-1-5200-05	Office Supplies & Printing	Copier Charges	22,856
10-1-5200-05	Office Supplies & Printing	Expansion: 3 Public Copier Leases	10,800
10-1-5200-05	Office Supplies & Printing	Office Supplies - HR	200
	Total Office Supplies & Printing		33,856
10-1-5236-05	Computer Software	Position Evaluation Software License (DB Squared)	1,000
	Total Computer Software - Application		1,000
10-1-5301-05	Public Notification	General Notice Ads	800
10-1-5301-05	Public Notification	Employee Recruitment	1,000
	Total Public Notification		1,800
10-1-5303-05	Subscriptions/Publications/Dues	Dues to ALA, etc.	1,000
10-1-5303-05	Subscriptions/Publications/Dues	SHRM Membership	219
10-1-5303-05	Subscriptions/Publications/Dues	NOARK Membership	65
	Total Subscriptions, Publications & Dues		1,284
10-1-5305-05	Postage	Postage for Vendor Payments	5,000
10-1-5305-05	Postage	Postage for Library's Newsletter	2,000
10-1-5305-05	Postage	Postage for Donation Cards	5,100
	Total Postage		12,100
10-1-5308-05	Equipment Rental/Lease	Equipment Lease	416,000
	Total Equipment Rental/Lease		416,000
10-1-5320-05	Insurance - Building	Insurance - Building	101,900
	Total Insurance - Building		101,900
10-1-5322-05	Insurance - Liability	Insurance - Liability	6,540
	Total Insurance Liability		6,540

Account #	Account Name	Additional Description	Budgeted 2021
10-1-5341-05	Legal Fees	Policy Amendment Review	2,000
10-1-5341-05	Legal Fees	Attorney Fees for HR and Administration	4,000
	Total Legal Fees		6,000
10-1-5342-05	Outside Services	Monthly Payroll Processing (ADP)	18,700
			18,700
10-1-5344-05	Contract Services	Shred-It	1,000
10-1-5344-05	Contract Services	Benefit Consulting (Gallagher)	3,500
10-1-5344-05	Contract Services	Background Checks	1,500
10-1-5344-05	Contract Services	Johanson Salary Market Survey	3,000
	Total Contract Services		9,000
10-1-5358-05	Hospitality	Miscellaneous Business Meals	1,200
	Total Hospitality		1,200
10-1-5361-05	Travel & Training/Prof. Dev.	Opportunity Trainings	2,500
10-1-5361-05	Travel & Training/Prof. Dev.	Traliant Diversity Training (3 year contract)	2,000
10-1-5361-05	Travel & Training/Prof. Dev.	In-Service Training for Staff	1,500
10-1-5361-05	Travel & Training/Prof. Dev.	DEI Training / True NWA	50,000
10-1-5361-05	Travel & Training/Prof. Dev.	SHRM-ELLA Conference	830
10-1-5361-05	Travel & Training/Prof. Dev.	EEOC Conference	830
10-1-5361-05	Travel & Training/Prof. Dev.	NOARK/ARSHRM Conference	550
10-1-5361-05	Travel & Training/Prof. Dev.	NOARK Monthly Meetings	300
10-1-5361-05	Travel & Training/Prof. Dev.	EEOC Online Webinars	460
	Total Travel & Training/Professional Development		58,970
10-1-5375-05	Employee Recognition	In-Year Miscellaneous Morale Boosters	6,500
	Total Employee Recognition		6,500
10-1-5385-05	Board & Volunteer Recognition	Service Plaques	500
	Total Board & Volunteer Recognition		500
	Total Budgeted for 2021		$715,420

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Support Services
Accounting Department

Program Description, Goals, and Objectives:

The Accounting Department prepares all financial reports in accordance with Governmental Accounting Standards and General Accepted Accounting Procedure (GAAP) in order for the Board of Trustees and the Executive Director to make monetary decisions. The Accounting Department also evaluates the financial impact of library planning efforts, pays invoices, and maintains records in accordance with applicable laws.

The Accounting Department also provides simple accounting support services for the Foundation so the Foundation staff can prepare the necessary financial, tax and audit functions for the Foundation.

The Foundation retains responsbility for its compliance with Governmental Accounting Standards Board (GASB) and GAAP as well as evaluation of financial impacts of planning effort. Additionally, the Foundation staff is responsible for all audit, budget, tax and regulatory compliance and reporting.

In 2021, the Accounting Department's goals are the following:
1. Prepare monthly budget to actual reports for Board of Trustees and management staff.
2. Develop a financial forecast for Blair Library.
3. Establish room rates for the new spaces within Blair Library.
4. Develop multi-year forecast for equipment refresh and renew.
5. Develop multi-year financial forecast for Black Operations.

Program Expenditures	Actual 2019		Budgeted 2020		Estimated 2020		Budgeted 2021
Personnel Services	$	308,569	$	357,381	$	320,986	$ 224,271
Materials and Supplies		1,147		9,060		1,893	4,060
Services and Charges		60,704		80,634		70,630	67,750
Maintenance		8,655		6,000		9,328	6,000
Total Accounting	$	379,075	$	453,075	$	402,837	$ 302,081
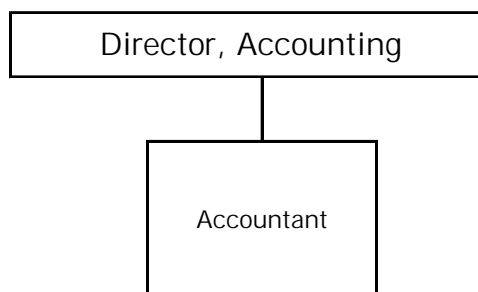
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│   Director, Accounting  │
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      ┌──────┴──────┐
      │             │
      │  Accountant │
      │             │
      └─────────────┘
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Support Services
Accounting Department
Line Item Detail

Account #	Account Name	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services					
10-1-5100-07	Salaries and Wages	$224,285	$252,060	$235,918	$190,986
10-1-5103-07	Overtime	983	0	0	0
10-1-5105-07	PTO (Vacation) Pay	469	0	1,705	0
10-1-5106-07	ESL (Sick) Pay	2,046	0	0	0
10-1-5112-07	Holiday Pay	788	0	0	0
	Total Salaries & Wages	228,571	252,060	237,623	190,986
10-1-5109-07	Insurance-Long Term Disability	0	765	0	630
10-1-5113-07	Social Security Taxes	16,557	18,021	15,648	14,610
10-1-5115-07	Unemployment	211	5,900	250	0
10-1-5116-07	Workers Compensation Insurance	12,227	15,170	14,500	0
10-1-5120-07	Insurance-Health	21,100	22,631	15,267	6,934
10-1-5121-07	Insurance-Health Savings Account	2,730	0	851	0
10-1-5122-07	Insurance-Life	1,259	750	1,445	619
10-1-5125-07	Insurance-AD&D	119	125	135	103
10-1-5135-07	Retirement Saving Plan	8,650	23,559	16,704	10,388
10-1-5136-07	Pension and Cafeteria Administration	17,145	18,400	18,563	0
	Total Personnel Services	308,569	357,381	320,986	224,271
Materials and Supplies					
10-1-5200-07	Office Supplies and Printing	1,147	4,060	893	4,060
10-1-5236-07	Computer Software - Application	0	5,000	1,000	0
	Total Materials and Supplies	1,147	9,060	1,893	4,060
Services and Charges					
10-1-5301-07	Public Notification	60	1,000	0	0
10-1-5303-07	Subscriptions, Publications and Dues	1,063	934	757	660
10-1-5339-07	Professional Services	90	0	0	0
10-1-5340-07	Audit	29,600	37,000	37,088	46,090
10-1-5342-07	Outside Services	14,538	18,700	14,591	4,000
10-1-5344-07	Contract Services	1,474	8,000	3,707	0
10-1-5360-07	Mileage Reimbursement	0	300	0	300
10-1-5361-07	Training & Travel/Professional Development	2,660	3,700	5,473	5,700
10-1-5395-07	Bank Service Charges	11,219	11,000	9,014	11,000
	Total Service and Charges	60,704	80,634	70,630	67,750
Maintenance					
10-1-5415-07	Software Maintenance	8,655	6,000	9,328	6,000
	Total Maintenance	8,655	6,000	9,328	6,000

Support Services
Accounting Department
Line Item Detail

Account #	Account Name	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Capital					
10-1-5870-07	Furniture & Equipment (less than $5,000)	873	0	0	0
	Total Capital	873	0	0	0
	Total Accounting	$379,948	$453,075	$402,837	$302,081

Support Services
Accounting Department
Explanation of Accounts

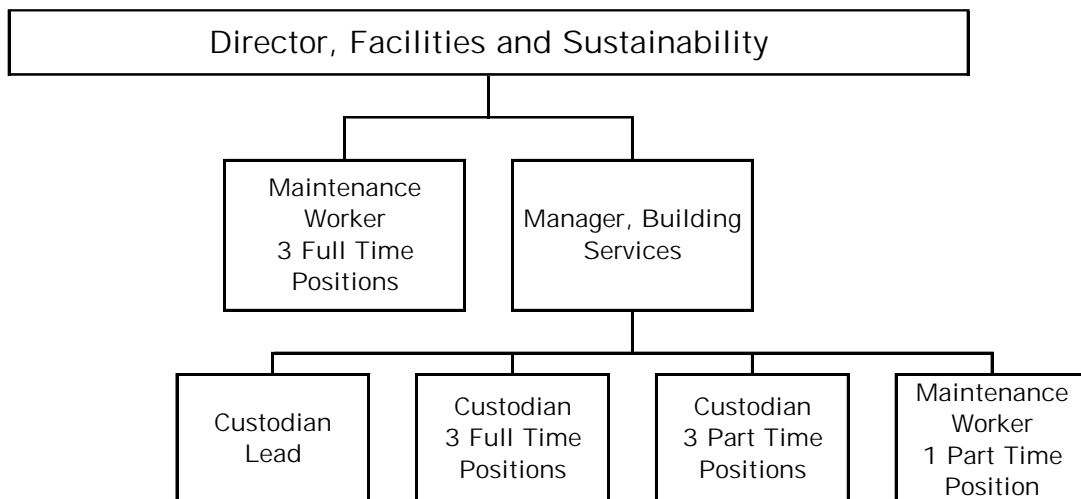| Account #	Account Name	Additional Description	Budgeted 2021
10-1-5200-07	Office Supplies & Printing	Office Supplies	$4,060
	Total Office Supplies & Printing		4,060
10-1-5303-07	Subscriptions/Publications/Dues	Dues for GFOA - 2 Employees	320
10-1-5303-07	Subscriptions/Publications/Dues	Dues for AGFOA - 2 Employees	40
10-1-5303-07	Subscriptions/Publications/Dues	Financial Publications	300
	Total Subscriptions, Publications and Dues		660
10-1-5340-07	Audit	Auditors (BKD)	46,090
	Total Audit		46,090
10-1-5342-07	Outside Services	BlackBaud Hosting	4,000
	Total Outside Services		4,000
10-1-5360-07	Mileage Reimbursement	Reimbursement for Personal Vehicle	300
	Total Mileage Reimbursement		300
10-1-5361-07	Travel & Training/Prof. Dev.	BlackBaud	4,500
10-1-5361-07	Travel & Training/Prof. Dev.	AGFOA -1	1,200
	Total Travel & Training/Professional Development		5,700
10-1-5395-07	Bank Service Charges	Bank Service Charges	11,000
	Total Bank Service Charges		11,000
10-1-5415-07	Software Maintenance	BlackBaud Maintenance Agreement	6,000
	Total Software Maintenance		6,000
	Total Budgeted for 2021		$77,810

Program Description, Goals, and Objectives:

The Facilities Services Department maintains the building and grounds and oversees the following:

1. Housekeeping and building maintenance for Blair Library.
2. Furniture and equipment maintenance to minimize down time and ensure optimal use.
3. Landscape maintenance on approximately five (5) acre campus.
4. Monitoring of activities to ensure a safe space for library patrons and staff.
5. Execution of changes in the main Library as part of the expansion.
6. Logistical, space, and food needs for large and small events.
7. Provide input to the Executive Director related to maintenance of the expansion.

Program Expenditures		Actual 2019		Budgeted 2020		Estimated 2020		Budgeted 2021
Personnel Services	$	509,902	$	540,771	$	490,082	$	596,842
Materials and Supplies		44,755		101,540		98,427		70,500
Services and Charges		204,005		442,650		432,610		378,900
Maintenance		40,256		100,091		99,702		72,500
Capital - Library Operations		4,855		11,200		11,200		12,100
Facilities Services Total Before Facility Capital Reserve		803,773		1,196,252		1,132,021		1,130,842
Capital Reserve Funds								
Facility		0		102,200		102,200		244,000
Furniture & Equipment		0		10,950		10,950		24,000
Total Capital Reserves		0		113,150		113,150		268,000
Total Facilities Services	$	803,773	$	1,309,402	$	1,245,171	$	1,398,842

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                    Director, Facilities and Sustainability

          Maintenance Worker          Manager, Building
          3 Full Time Positions       Services

   Custodian    Custodian        Custodian        Maintenance Worker
   Lead         3 Full Time      3 Part Time      1 Part Time
                Positions        Positions        Position
```

Support Services
Facilities Department
Line Item Detail

Account #	Account Name	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services					
10-1-5100-25	Salaries and Wages	$347,940	$404,581	$339,606	$445,147
10-1-5103-25	Overtime	8,524	0	2,254	0
10-1-5105-25	PTO (Vacation) Pay	20,049	0	8,402	0
10-1-5106-25	ESL (Sick) Pay	10,011	0	5,735	0
10-1-5112-25	Holiday Pay	5,540	0	10,290	0
	Total Salaries & Wages	392,064	404,581	366,287	445,147
10-1-5109-25	Insurance-Long Term Disability	0	1,217	0	1,313
10-1-5113-25	Social Security Taxes	27,905	30,950	25,740	34,054
10-1-5115-25	Unemployment	669	0	328	0
10-1-5120-25	Insurance-Health	54,987	64,949	55,895	85,521
10-1-5121-25	Insurance-Health Savings Account	8,653	0	7,509	0
10-1-5122-25	Insurance-Life	2,169	105	2,108	112
10-1-5125-25	Insurance-AD&D	239	1,195	236	1,278
10-1-5135-25	Retirement Saving Plan	23,216	37,774	31,979	29,418
	Total Personnel Services	509,902	540,771	490,082	596,842
Materials and Supplies					
10-1-5200-25	Office Supplies & Printing	2,420	3,000	3,000	6,000
10-1-5201-25	Small Tools and Equipment	6,978	27,700	23,359	6,000
10-1-5203-25	Medical Supplies	428	6,000	6,000	6,000
10-1-5210-25	Food and Catering for Events	7,748	4,500	4,500	2,500
10-1-5218-25	Cleaning Supplies	24,730	31,000	34,431	48,000
10-1-5224-25	Landscape Materials	105	15,000	10,157	0
10-1-5230-25	Computer Hardware Supplies	1,640	10,000	6,845	0
10-1-5236-25	Software Expense	509	3,340	10,136	1,000
10-1-5240-25	Signs and Sign Materials	197	1,000	0	1,000
	Total Materials and Supplies	44,755	101,540	98,427	70,500

Support Services
Facilities Department
Line Item Detail

Account #	Account Name	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Services and Charges					
10-1-5303-25	Subscriptions, Publications and Dues	0	400	150	0
10-1-5308-25	Equipment Rental/Lease	0	35,000	34,320	0
10-1-5309-25	Rent	5,619	0	6,460	0
10-1-5312-25	Natural Gas	18,255	36,400	36,400	48,000
10-1-5314-25	Electricity	103,990	151,300	151,300	160,000
10-1-5316-25	Municipal Water	10,372	32,500	34,099	32,500
10-1-5318-25	Other Utility Expense	10,763	1,000	10,862	0
10-1-5325-25	Equipment Rental/Lease	122	0	249	0
10-1-5335-25	Professional Services	190	400	5,195	0
10-1-5342-25	Outside Services	300	0	0	0
10-1-5344-25	Contract Services	42,717	144,200	142,242	128,900
10-1-5360-25	Mileage Reimbursement	1,037	3,500	1,684	500
10-1-5361-25	Training & Travel/Professional Development	496	25,650	0	0
10-1-5368-25	Event Cost	2,100	5,500	1,500	0
10-1-5390-25	Uniform Expenses	8,044	6,800	8,149	9,000
	Total Services and Charges	204,005	442,650	432,610	378,900
Maintenance					
10-1-5401-25	Building Maintenance	34,099	89,991	89,553	53,000
10-1-5405-25	Landscape Maintenance	1,103	3,500	3,500	5,000
10-1-5410-25	Equipment Maintenance	5,054	6,600	6,649	12,000
10-1-5415-25	Software Maintenance	0	0	0	2,500
	Total Maintenance	40,256	100,091	99,702	72,500
Capital					
10-1-5810-25	Computer and Technological Equip.	0	1,200	1,200	0
10-1-5870-25	Furniture and Equipment < $5,000	4,855	10,000	10,000	12,100
30-1-5344-25	Contract Services	0	0	0	202,000
30-1-5871-25	Furniture and Equipment > $5,000	0	102,200	102,200	42,000
40-1-5344-25	Contract Services	0	0	0	24,000
40-1-5871-25	Furniture and Equipment > $5,000	0	10,950	10,950	0
	Total Capital	4,855	124,350	124,350	280,100
	Total Facilities	$803,773	$1,309,402	$1,245,171	$1,398,842

Support Services
Facilities
Explanation of Accounts

Account #	Additional Description		Budgeted 2021
10-1-5200-25	Office Supplies & Printing	Lanyards, Security Badges, Holders, etc.	$6,000
	Total Office Supplies & Printing		6,000
10-1-5201-25	Small Tools and Equipment	Hand Tools	6,000
	Total Small Tools and Equipment		6,000
10-1-5203-25	Medical Supplies	First Aid Supplies, Automatic External Defibrillator	6,000
	Total Medical Supplies		6,000
10-1-5210-25	Food and Catering for Events	Food for Authors/Expansion Meetings/Staff Events	2,500
	Total Food and Catering for Events		2,500
10-1-5218-25	Cleaning Supplies	Janitorial	48,000
	Total Cleaning Supplies		48,000
10-1-5236-25	Software Expense	Building Automation System Software	1,000
	Total Software Expense		1,000
10-1-5240-25	Signs and Sign Materials	SRC and Author Events	1,000
	Total Signs and Sign Materials		1,000
10-1-5312-25	Natural Gas	Black Hills	48,000
	Total Natural Gas		48,000
10-1-5314-25	Electricity	SWEPCO	160,000
	Total Electricity		160,000
10-1-5316-25	Municipal Water	Building & Landscape	32,500
	Total Municipal Water		32,500

Account #	Additional Description		Budgeted 2021
10-1-5344-25	Contract Services	Conveyor	12,100
10-1-5344-25	Contract Services	Elevators	10,500
10-1-5344-25	Contract Services	Window PM	18,800
10-1-5344-25	Contract Services	Pest Control	15,000
10-1-5344-25	Contract Services	Generator	5,500
10-1-5344-25	Contract Services	UPS	2,500
10-1-5344-25	Contract Services	Solar Panels	1,000
10-1-5344-25	Contract Services	Carpet Cleaning	5,000
10-1-5344-25	Contract Services	Painting	7,500
10-1-5344-25	Contract Services	Heating	5,800
10-1-5344-25	Contract Services	Cooling	5,800
10-1-5344-25	Contract Services	Water Treatment	700
10-1-5344-25	Contract Services	Fire Safety	5,900
10-1-5344-25	Contract Services	Backflow Preventer	300
10-1-5344-25	Contract Services	Electrical	2,000
10-1-5344-25	Contract Services	Plumbing	2,000
10-1-5344-25	Contract Services	Floors	2,500
10-1-5344-25	Contract Services	Coring and Cutting and Grinding	500
10-1-5344-25	Contract Services	Millwork	1,000
10-1-5344-25	Contract Services	Furniture	4,000
10-1-5344-25	Contract Services	Signs and Pictures	300
10-1-5344-25	Contract Services	Security Maintenance	4,100
10-1-5344-25	Contract Services	Hand Held Radio Contract	4,000
10-1-5344-25	Contract Services	Stage Safety PM	2,500
10-1-5344-25	Contract Services	Food Equipment Inspections	3,100
10-1-5344-25	Contract Services	Rigging PM	2,500
10-1-5344-25	Contract Services	Outside Storage	4,000
	Total Contract Services		128,900
10-1-5360-25	Mileage Reimbursement	Personal Vehicle	500
	Total Mileage Reimbursement		500
10-1-5390-25	Uniform Expenses	Employee Uniforms	9,000
	Total Uniform Expenses		9,000
10-1-5401-25	Building Maintenance	Parts, Paint, Filters, Carpet & Drywall Repair, etc.	53,000
	Total Building Maintenance		53,000
10-1-5405-25	Landscape Maintenance	Repairs to the Sprinkler System and Lighting	5,000
	Total Landscape Maintenance		5,000
10-1-5410-25	Equipment Maintenance	Repair Parts	12,000
	Total Equipment Maintenance		12,000

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Support Services
Facilities
Explanation of Accounts

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Account #	Additional Description		Budgeted 2021
10-1-5415-25	Software Maintenance	Software Maintenance - Plan Grid	2,500
	Total Computer and Technological Equipment		2,500
10-1-5870-25	Furniture and Equip. < $5,000	Storage Boxes	3,500
10-1-5870-25	Furniture and Equip. < $5,000	Hand Tools	4,500
10-1-5870-25	Furniture and Equip. < $5,000	Cleaning Equipment - High Windows	4,100
	Total Furniture and Equipment < $5,000		12,100
30-1-5871-25	Furniture and Equip. > $5,000	Shelving	42,000
30-1-5344-25	Furniture and Equip. > $5,000	Remodel level 400	202,000
40-1-5344-25	Furniture and Equip. > $5,000	Boiler Rebuild	7,500
40-1-5344-25	Furniture and Equip. > $5,000	Compressor Replacments RTU1&2	16,500
	Total Furniture and Equipment > $5,000		268,000
	Total Budgeted for 2021		$802,000

Support Services
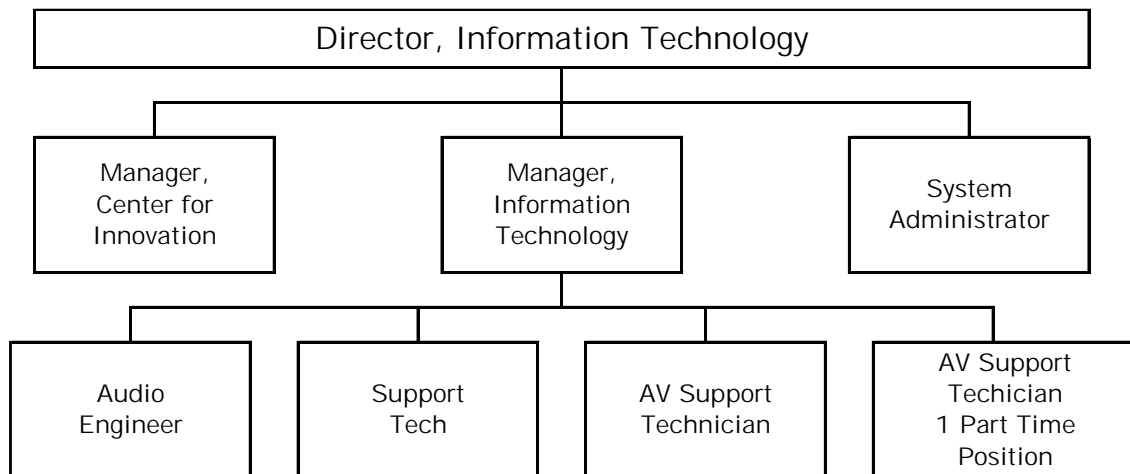## Information Technology Services

Program Description, Goals, and Objectives:

The Information Technology Department encompasses all areas of technology including LAN and Wi-Fi administration, network cabling, switch deployment, and administration of 55 servers and over 200 public and staff PCs. Staff manages the public PC access control and printing system, the VoIP phone system, IP phones, voicemail, call manager and paging system, and the in-house MS exchange server. Software administration includes Windows AD domain, staff SharePoint intranet, and the Polaris ILS system. Staff also provides setup and operation of A/V gear for all library programs and productions, weekly live streaming of original library story time programs, deployment and administration of building security CCTV system, video and audio editing services for the library's original digital content, and in-house custom software application development.

In 2021, Information Technology Services goals are the following:
1. Provide reliable, robust, secure, and innovative information technology products and services to enable and empower the patrons and staff of the Fayetteville Public Library.
2. Produce top quality live AV productions and provide live streams for total patron accessibility.
3. Support all programming in new event spaces including Event Center, Art & Movement, Storytime, the Gathering Glade and Reception Room.
4. Manage and program the Center for Innovation to provide top quality training opportunities for the public.
5. Continue to implement cloud technologies to lighten the administration burden of the IT systems.

Program Expenditures	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services	$ 392,572	$ 469,477	$ 431,713	$ 533,990
Materials and Supplies	24,186	71,549	68,508	143,602
Services and Charges	55,755	160,600	100,431	107,700
Maintenance	102,955	195,485	195,283	151,872
Capital-Library Operations	1,438	110,768	110,768	191,800
Information Technology Total Before IT Reserve Capital	576,906	1,007,879	906,703	1,128,965
Capital - IT Reserve	5,873	224,000	200,519	0
Total Information Technology	$ 582,779	$ 1,231,879	$ 1,107,222	$ 1,128,965

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                    Director, Information Technology

      Manager,              Manager,                System
     Center for           Information            Administrator
     Innovation            Technology

   Audio        Support       AV Support      AV Support
  Engineer       Tech        Technician       Techician
                                              1 Part Time
                                                Position
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Support Services
Information Technology Services
Line Item Detail

Account #	Account Name	Actual 2019	Adjusted Budget 2020	Estimated 2020	Budgeted 2021
Personnel Services					
10-1-5100-30	Salaries and Wages	$300,986	$373,832	$325,991	$412,339
10-1-5103-30	Overtime	3,766	0	1,031	0
10-1-5105-30	PTO (Vacation) Pay	6,583	0	6,051	0
10-1-5106-30	ESL (Sick) Pay	1,723	0	2,502	0
10-1-5112-30	Holiday Pay	1,915	0	4,233	0
	Total Salaries & Wages	314,973	373,832	339,807	412,339
10-1-5109-30	Insurance-Long Term Disability	0	1,073	0	1,309
10-1-5113-30	Social Security Taxes	23,418	28,598	26,123	31,544
10-1-5115-30	Unemployment	360	0	490	0
10-1-5120-30	Insurance-Health	22,698	31,604	27,098	50,618
10-1-5121-30	Insurance-Health Savings Acct	4,500	0	3,079	0
10-1-5122-30	Insurance-Life	1,886	1,045	2,078	1,255
10-1-5125-30	Insurance-AD&D	197	91	212	111
10-1-5135-30	Retirement Saving Plan	24,540	33,234	32,826	36,814
	Total Personnel Services	392,572	469,477	431,713	533,990
Materials and Supplies					
10-1-5200-30	Office Supplies & Printing	295	1,000	1,225	1,000
10-1-5230-30	Computer Hardware Supplies	10,012	35,307	47,428	51,000
10-1-5236-30	Computer Software	13,879	35,242	19,855	91,602
	Total Materials and Supplies	24,186	71,549	68,508	143,602
Services and Charges					
10-1-5303-30	Subscriptions, Publications and Dues	66	0	1,915	0
10-1-5310-30	Telephone/Broadband	42,018	51,800	37,850	44,200
10-1-5339-30	Professional Fees	0	75,000	2,889	0
10-1-5342-30	Outside Services	2,214	0	0	0
10-1-5344-30	Contract Services	(228)	20,000	53,468	56,000
10-1-5361-30	Travel & Training/Professional Development	11,685	13,800	4,310	7,500
	Total Services and Charges	55,755	160,600	100,431	107,700
Maintenance					
10-1-5410-30	Equipment Maintenance	18,539	58,868	58,666	61,051
10-1-5415-30	Software Maintenance	70,813	114,759	114,759	90,821
10-1-5420-30	Computer Equipment Maintenance	13,603	21,858	21,858	0
	Total Maintenance	102,955	195,485	195,283	151,872
	Total IT Before Capital	575,468	897,111	795,936	937,165

Support Services
Information Technology Services
Line Item Detail

Account #	Account Name	Actual 2019	Adjusted Budget 2020	Estimated 2020	Budgeted 2021
Capital					
10-1-5810-30	Computer & Technological Equip	1,438	110,768	110,768	191,800
50-1-5810-30	Computer & Technological Equip	5,873	224,000	200,519	0
	Total Capital	7,311	334,768	311,287	191,800
	Total Information Technology	$582,779	$1,231,879	$1,107,222	$1,128,965

Account #	Account Name	Additional Description	Budgeted 2021
10-1-5200-30	Office Supplies & Printing	Office Supplies	$1,000
	Total Office Supplies & Printing		1,000
10-1-5230-30	Computer Hardware Supplies	IT Hardware	12,000
10-1-5230-30	Computer Hardware Supplies	AV Gear	15,000
10-1-5230-30	Computer Hardware Supplies	Center for Innovation Hardware	12,000
10-1-5230-30	Computer Hardware Supplies	Multi-Purpose Room Hardware	12,000
	Total Computer Hardware Supplies		51,000
10-1-5236-30	Computer Software/Application	SSL Certificates-Catalog/Phone System/Exchange	675
10-1-5236-30	Computer Software/Application	Kaseya O365 Backup Solution	10,999
10-1-5236-30	Computer Software/Application	CONTENT	4,928
10-1-5236-30	Computer Software/Application	OCLC Wise Implementation	75,000
	Total Computer Software/Application		91,602
10-1-5310-30	Telephone/Broadband	MiFis	19,200
10-1-5310-30	Telephone/Broadband	FPL Internet & VoIP	25,000
	Total Telephone/Broadband		44,200
10-1-5344-30	Contract Services	eRate Consultant	2,000
10-1-5344-30	Contract Services	Network Engineering Services	6,000
10-1-5344-30	Contract Services	Microsoft Pay-Per-Incident Tickets	3,000
10-1-5344-30	Contract Services	Center for Innovation Contract Trainers	45,000
	Total Outside Services		56,000
10-1-5361-30	Travel & Training/Prof. Dev.	Training for AV/IT Systems	7,500
	Total Travel & Training/Professional Development		7,500
10-1-5410-30	Equipment Maintenance	Bibliotheca Hardware Maintenance	20,115
10-1-5410-30	Equipment Maintenance	UPS Maintenance	3,600
10-1-5410-30	Equipment Maintenance	Envisionware Print Release Kiosk	3,336
10-1-5410-30	Equipment Maintenance	Cisco SmartNET	15,000
10-1-5410-30	Equipment Maintenance	Scale Computing 1 Year Maintenance	19,000
	Total Equipment Maintenance		61,051

Account #	Account Name	Additional Description	Budgeted 2021
10-1-5415-30	Software Maintenance	Adobe Creative Cloud	10,992
10-1-5415-30	Software Maintenance	Adobe Acrobat Pro DC	1,665
10-1-5415-30	Software Maintenance	Adobe Stock	1,242
10-1-5415-30	Software Maintenance	B&T Content Café	2,076
10-1-5415-30	Software Maintenance	Bibliotheca Comprise SmartPay	1,570
10-1-5415-30	Software Maintenance	Bibliotheca Software Maintenance	2,500
10-1-5415-30	Software Maintenance	Chrome OS Licenses	1,000
10-1-5415-30	Software Maintenance	Cisco AMP	5,175
10-1-5415-30	Software Maintenance	Communico	15,000
10-1-5415-30	Software Maintenance	DeepFreeze	3,300
10-1-5415-30	Software Maintenance	Envisionware CC Terminals	1,512
10-1-5415-30	Software Maintenance	Envisionware Mobile Print	725
10-1-5415-30	Software Maintenance	Envisionware PCRes and LPT1	2,500
10-1-5415-30	Software Maintenance	Envisionware Print Release Kiosk Software	339
10-1-5415-30	Software Maintenance	Kaseya	2,500
10-1-5415-30	Software Maintenance	Laserfiche Maintenance	2,400
10-1-5415-30	Software Maintenance	Livestream Service (Vimeo)	12,000
10-1-5415-30	Software Maintenance	MimeCast Email Filter	7,382
10-1-5415-30	Software Maintenance	Ninite	240
10-1-5415-30	Software Maintenance	O365 Licenses	4,485
10-1-5415-30	Software Maintenance	Singlewire - Informacast	6,800
10-1-5415-30	Software Maintenance	Smart Money Manager (Staff - per Station)	423
10-1-5415-30	Software Maintenance	Smart Pay Online Gateway	3,995
10-1-5415-30	Software Maintenance	UCP Creditcall	1,000
	Total Software Maintenance		90,821
10-1-5810-30	Computer & Tech Equipment	Acoustic Bandshell	40,000
10-1-5810-30	Computer & Tech Equipment	Laptops for Mobile Stations in Facilities	4,000
10-1-5810-30	Computer & Tech Equipment	Outdoor Weather Proof Projection Screen	8,000
10-1-5810-30	Computer & Tech Equipment	Upgraded Outdoor PA System	25,000
10-1-5810-30	Computer & Tech Equipment	10k Laser Projector	15,000
10-1-5810-30	Computer & Tech Equipment	AV Power Distros and Cabling	25,000
10-1-5810-30	Computer & Tech Equipment	Simulator System EV	74,800
	Total Computer & Technological Equipment		191,800
	Total Budgeted for 2021		$594,974

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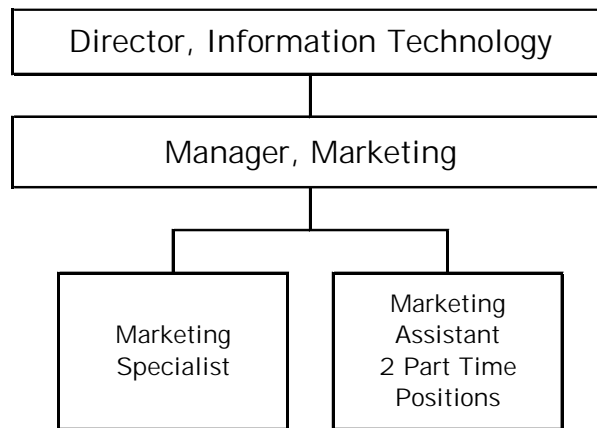
Support Services
Marketing Services

<u>Program Description, Goals, and Objectives:</u>

The Marketing & Communications Department creates and implements marketing plans for the Library's internal and external initiatives. The department promotes programs and services through connections with local media outlets, print and radio advertising, maintenance of the Library's website and social media presence. The department maintains the Library's branding, directs strategic communication, and produces visual and written collateral that increases public awareness and interest.

In 2021, Marketing Services goals are the following:
1. Adapt rebrand guidelines to all print and digital signage and collateral.
2. Continue marketing efforts that support the Library's programs and services.
3. Strengthen social media strategy and follower engagement.

Program Expenditures	Actual 2019	Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services	$ 160,939	$ 178,006	$ 139,005	$ 160,413
Materials and Supplies	6,344	7,580	6,912	6,515
Services and Charges	21,704	87,295	79,445	103,430
Total Marketing Services	$ 188,987	$ 272,881	$ 225,362	$ 270,358

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            │  Director, Information Technology   │
            └────────────────────────────────────┘
                             │
            ┌────────────────────────────────────┐
            │         Manager, Marketing          │
            └────────────────────────────────────┘
                   │                    │
        ┌────────────────┐    ┌────────────────────┐
        │                │    │     Marketing      │
        │   Marketing    │    │     Assistant      │
        │   Specialist   │    │   2 Part Time      │
        │                │    │    Positions       │
        └────────────────┘    └────────────────────┘
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Support Services
Marketing Services
Line Item Detail

Account #	Account Description	Actual 2019	Adjusted Budgeted 2020	Estimated 2020	Budgeted 2021
Personnel Services					
10-1-5100-20	Salaries and Wages	$120,757	$137,057	$110,802	$130,031
10-1-5103-20	Overtime	329	0	260	0
10-1-5105-20	PTO (Vacation) Pay	5,834	0	2,436	0
10-1-5106-20	ESL (Sick) Pay	2,365	0	506	0
10-1-5112-20	Holiday Pay	1,000	407	3,052	350
	Total Salaries & Wages	130,285	137,464	117,055	130,381
10-1-5109-20	Insurance-Long Term Disability	0	407	0	350
10-1-5113-20	Social Security Taxes	9,555	10,485	8,844	9,947
10-1-5115-20	Unemployment	150	0	104	0
10-1-5120-20	Insurance-Health	13,207	16,758	6,459	8,746
10-1-5121-20	Insurance-Health Savings Account	2,573	0	1,487	0
10-1-5122-20	Insurance-Life	757	400	462	344
10-1-5125-20	Insurance-AD&D	78	34	52	30
10-1-5135-20	Retirement Saving Plan	4,334	12,458	4,543	10,614
	Total Personnel Services	160,939	178,006	139,005	160,413
Materials and Supplies					
10-1-5200-20	Office Supplies & Printing	3,868	4,430	4,599	4,430
10-1-5209-20	Programming Supplies	540	1,000	751	585
10-1-5240-20	Signs and Sign Materials	1,936	2,150	1,562	1,500
	Total Materials and Supplies	6,344	7,580	6,912	6,515
Services and Charges					
10-1-5301-20	Public Notification	8,700	17,350	17,001	15,405
10-1-5303-20	Subscriptions, Publications and Dues	7,582	2,945	4,200	5,275
10-1-5339-20	Professional Services	4,430	44,000	23,658	82,500
10-1-5344-20	Contract Services	740	22,750	34,335	0
10-1-5360-20	Mileage Reimbursement	0	250	250	250
10-1-5368-20	Event Costs	252	0	0	0
	Total Services and Charges	21,704	87,295	79,445	103,430
	Total Marketing Services	$188,987	$272,881	$225,362	$270,358

Support Services
Marketing Services
Explanation of Accounts

Account #	Account Name	Additional Description	Budgeted 2021
10-1-5200-20	Office Supplies & Printing	General Office Supplies	$200
10-1-5200-20	Office Supplies & Printing	Displays and Signage	730
10-1-5200-20	Office Supplies & Printing	Office Printing	500
10-1-5200-20	Office Supplies & Printing	Printing - Flyers	500
10-1-5200-20	Office Supplies & Printing	Printing - Bookmarks	500
10-1-5200-20	Office Supplies & Printing	True-Lit Brochures & Bookmarks	1,600
10-1-5200-20	Office Supplies & Printing	Emergency Printing	400
	Total Office Supplies		4,430
10-1-5209-20	Program Materials & Supplies	Giveaways - General	585
	Total Programming Material & Supplies		585
10-1-5240-20	Signs and Sign Materials	Signs	1,500
	Total Signs and Sign Materials		1,500
10-1-5301-20	Public Notification	Social Media Ads ($10 a day)	1,475
10-1-5301-20	Public Notification	Emergency Ads	1,605
10-1-5301-20	Public Notification	Print Ads (Newspaper, magazine, etc.)	8,325
10-1-5301-20	Public Notification	Radio Ads	1,500
10-1-5301-20	Public Notification	Constant Contact	2,500
	Total Public Notification		15,405
10-1-5303-20	Subscriptions/Publications/Dues	Rotary Club of Fayetteville	500
10-1-5303-20	Subscriptions/Publications/Dues	Fayetteville Chamber of Commerce Annual Dues	275
10-1-5303-20	Subscriptions/Publications/Dues	TVEyes Video Subscription	2,000
10-1-5303-20	Subscriptions/Publications/Dues	Meltwater Subscription	2,500
	Total Subscriptions, Publications and Dues		5,275
10-1-5339-20	Professional Fees	Doxa - Adult & Reference Projects	12,300
10-1-5339-20	Professional Fees	Doxa - Youth & Teen Projects	12,300
10-1-5339-20	Professional Fees	Doxa - Multicultural Projects	12,000
10-1-5339-20	Professional Fees	Doxa - Community Engagement Projects	8,700
10-1-5339-20	Professional Fees	Doxa - Library Services Projects	3,600
10-1-5339-20	Professional Fees	Doxa - Circulation Projects	3,600
10-1-5339-20	Professional Fees	Doxa - Rebranding	12,000
10-1-5339-20	Professional Fees	SRC 2021	5,000
10-1-5339-20	Professional Fees	True Lit Brochures & Bookmarks	1,500
10-1-5339-20	Professional Fees	Stock Photography	2,400
10-1-5339-20	Professional Fees	Event Photography	3,500
10-1-5339-20	Professional Fees	Brand Licensing	5,600
	Total Professional Services		82,500

Support Services
Marketing Services
Explanation of Accounts

Account #	Account Name	Additional Description	Budgeted 2021
10-1-5360-20	Mileage Reimbursement	Personal Vehicle	250
	Total Mileage Reimbursement		250
	Total Budgeted for 2021		$109,945

Supplemental Information

Fayetteville Public Library
Organizational Chart

Community Residents and Library Users

City of Fayetteville

Board of Trustees

Executive Director

FPL Foundation

Director of Development

Friends of FPL

Development Staff

Director of Facilities & Sustainability

Manager, Building Services

Custodian Staff

Maintenance Staff

Director of Accounting

Accounting Staff

Director of Human Resources

Systems Administrator

Director of Library Services

Director of Information Technology

Manager, Center for Innovation

Manager, Marketing

Marketing Staff

Manager, Information Tech.

Information Technology Staff

Manager, Youth & Teen Services

Youth & Teen Services Staff

Asst. Manager, Youth & Teen

Manager, Technical Services

Technical Services Staff

Asst. Manager, Tech Services

Manager, Circulation Services

Circulation Services Staff

Asst. Manager, Circ Services

Manager, Adult Services

Reference & Genealogy Staff

Asst. Manager, Adult Services

Manager, Community Engagement

Community Engagement Staff

Fayetteville Public Library
Authorized Positions by Department
2021 Budget

Position Title	Full Time Equivalent - 2020 Budget	2020 In Year Changes	Revised 2020 Budget	Proposed for 2021	Full Time Equivalent - 2021 Proposed Budget
Director, Executive	1.00		1.00		1.00
Director, Library Services	1.00		1.00		1.00
Director, Human Resources	0.00		0.00	1.00	1.00
Office Administrator	0.00	1.00	1.00		1.00
Event Coordinator	1.00	(1.00)	0.00		0.00
Manager, Human Resources	1.00		1.00	(1.00)	0.00
Director, Accounting & HR	1.00		1.00	(1.00)	0.00
Budget Administrator II	1.00		1.00	(1.00)	0.00
Director, Accounting	0.00		0.00	1.00	1.00
Accountant	0.00	2.00	2.00	(1.00)	1.00
Manager, Adult & Reference Services	1.00		1.00		1.00
Assistant Manager, Adult & Reference Services	1.00		1.00		1.00
Librarian II, Adult & Reference Services	2.00		2.00		2.00
Librarian I, Adult & Reference Services	4.50	(1.50)	3.00		3.00
Librarian I, Genealogy	2.00	0.50	2.50		2.50
Assistant Librarian	3.00	(1.00)	2.00		2.00
Library Service Generalist-Genealogy (PT)	0.00	1.00	1.00		1.00
Library Services Generalist (PT)	0.00	4.00	4.00		4.00
Manager, Circulation Services	1.00		1.00		1.00
Assistant Manager, Circulation Services	1.00		1.00		1.00
Library Associate II	4.00	(4.00)	0.00		0.00
Library Associate I	4.00	(4.00)	0.00		0.00
Page III	2.00	(2.00)	0.00		0.00
Page II	3.20	(3.20)	0.00		0.00
Page I	2.80	(2.80)	0.00		0.00
Circulation Services Lead	0.00	4.00	4.00		4.00
Library Services Generalist (PT)	0.00	10.50	10.50		10.50
Director, Facilities and Sustainability	1.00		1.00		1.00
Manager, Building Services	1.00		1.00		1.00
Operations Assistant	1.00	(1.00)	0.00		0.00
Maintenance Worker	2.00	1.00	3.00		3.00
Custodian, Lead	1.00		1.00		1.00
Custodian	4.40	0.30	4.70	1.00	5.70
Landscape Maintenance Worker (PT)	0.50		0.50		0.50
Director, Information Technology	1.00		1.00		1.00
Manager, Information Technology	1.00		1.00		1.00
Audio Engineer	1.00		1.00		1.00
System Administrator, IT	1.00		1.00		1.00
IT Support Tech	0.75	0.25	1.00		1.00
IT Intern	0.50	(0.50)	0.00		0.00
IT AV Support Tech	0.50	1.00	1.50		1.50
Manager, Center for Innovation	1.00		1.00		1.00

Fayetteville Public Library
Authorized Positions by Department
2021 Budget

Position Title	Full Time Equivalent - 2020 Budget	2020 In Year Changes	Revised 2020 Budget	Proposed for 2021	Full Time Equivalent - 2021 Proposed Budget
Manager, Marketing	1.00		1.00		1.00
Marketing Specialist	1.00		1.00		1.00
Marketing Assistant	0.50		0.50	0.50	1.00
Manager, Technical Services	1.00		1.00		1.00
Assistant Manager, Technical Services	1.00		1.00		1.00
Library Technician	3.15		3.15		3.15
Manager, Youth & Teen	1.00		1.00		1.00
Assistant Manager, Youth & Teen	1.00		1.00		1.00
Librarian II, Youth	1.00	0.00	1.00		1.00
Librarian, Youth	1.50	0.50	2.00		2.00
Librarian, Teen	2.50	(0.50)	2.00		2.00
Assistant Librarian, Youth	0.50	1.25	1.75		1.75
Youth Desk Associate	2.50	(2.50)	0.00		0.00
Library Services Generalist (PT)	0.00	2.00	2.00		2.00
Manager, Community Engagement	1.00		1.00		1.00
Outreach Assistant	0.50		0.50		0.50
Multicultural Liaison	0.00	1.00	1.00		1.00
Event Coordinator	0.00	1.00	1.00		1.00
FPL Full time Equivalent Employees	74.30	7.30	81.60	(0.50)	81.10

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GLOSSARY

ACCOUNT GROUP. A self-balancing set of accounts, which are not a fund or a fiscal entity. General Fixed Assets Account Group and General Long-Term Debt Account Group are such examples.

ACCOUNTING SYSTEM. Records and procedures that discover, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds.

AD VALOREM. A basis for levy of taxes upon property based on value.

AGENCY FUND. A fund consisting of resources received and held by the governmental unit as an agent for others.

APPROPRIATION. An authorization granted by the board to incur liabilities for specific purposes.

ASSETS. Probable future economic benefits obtained or controlled by a particular entity as a result of past transactions or events.

A/V. An abbreviation for audio and visual library materials available for patron check-out.

BOND. A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

BOND DISCOUNT. The excess of the face value of a bond over the price for which it is acquired or sold.

BOND PREMIUM. The excess of the price at which a bond is acquired or sold over its face value.

BONDED DEBT. The portion of indebtedness represented by outstanding bonds.

BOT. An abbreviation for Fayetteville Public Library Board of Trustees.

BUDGET. A financial operating plan consisting of estimates of proposed expenditures for a given period and the proposed means of financing them.

BUDGET CONTROL. The control or management of the approved Budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

BUDGET DOCUMENT. The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body.

BUDGET MESSAGE. A general discussion of the proposed budget as presented in writing to the Board of Trustees. The message contains an explanation of the principal budget items and recommendations regarding the financial policy for the coming year.

CAPITAL BUDGET. This budget deals with large expenditures for capital items normally financed by borrowing. Usually capital items have long-range returns, useful life spans, are relatively expensive, and have physical presence such as buildings, books, computers, furniture, etc.

CAPITAL IMPROVEMENT. Any property, asset, or improvement with an estimated value greater than five thousand dollars ($5,000), and estimated life or usefulness of one or more years, including land, interest therein and including constructions, enlargements, and renovations.

CAPITAL IMPROVEMENT FUND. A fund created to accumulate revenues from current taxes levied for major repairs and maintenance to fixed assets of a nature not specified at the time the revenues are levied.

CAPITAL IMPROVEMENT PROGRAM. An approach or technique for identifying and forecasting capital outlay decisions that a government expects to make over a five-year period.

CAPITAL OUTLAY. Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL PROJECTS FUND. A fund created to account for all resources to be used for the acquisition or construction of designated fixed assets.

CCTV. An abbreviation for closed circuit television.

CONSTRUCTION WORK IN PROGRESS. The cost of construction work that has been started but not yet completed.

CONTINGENCY FUND. Funds set aside for unforeseen expenses of uncertain amounts or funds set aside for known expenses, such as salary increases.

CONTRACTUAL SERVICE. An agreement to perform a service or task by external organizational units where the external organization provides the materials, equipment and labor to complete the service or task.

DEBT SERVICE. The amount of money necessary to pay interest on an outstanding debt, the principal of maturing material serial bonds, and the required contributions to a sinking fund for term bonds.

DEBT SERVICE FUND. A fund established to finance and account for the payment of interest and principal on all general obligation debt, serial and term, other than that payable exclusively from special assessments and revenues from fiduciary and proprietary funds.

DEMAND. Demand is the external factor that demonstrates the "need" for a program. Demand data enables decision-makers to adjust services and costs to respond to changes in direction for the service.

DEPARTMENT. Departments are the major organizational subdivisions. They have a broad overall purpose. Fayetteville Public Library has been organized into two departments: Library Services and Support Services.

DEPRECIATION. Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

DESIGNATED FUND. Funds created to account for assets set aside for a specific purpose.

EFFECTIVENESS. Effectiveness data enable decision-makers to see that quality does not suffer as productivity increases, and that constituents are satisfied with services.

ENCUMBRANCE. An account used to record the estimated amount of contracts, salary commitments and purchase orders that are chargeable to an appropriation.

ENTERPRISE FUND. A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services that are entirely or predominantly self-supporting by user charges.

EXPENDITURE. Accounts that are kept on either the accrual basis or modified accrual basis of accounting and designate the cost of goods delivered or services rendered, whether paid or unpaid, including expenses and capital outlays.

EXPENSE. Charges incurred for operation, maintenance, interest, and other charges that will benefit the current year.

FPL. An abbreviation for Fayetteville Public Library.

FIDUCIARY FUND. Any fund held by a governmental unit as an agent or trustee.

FISCAL YEAR. A 12-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.

FIXED ASSET. Long-term assets that are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment.

FULL-TIME EQUIVALENT POSITION (FTE). A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

FUND. A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities, or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE. Fund equity available for appropriation.

FUND EQUITY. The excess of assets over liabilities. A portion of the equity may be reserved or designated; the remainder is fund balance.

GAAP. An abbreviation for generally accepted accounting principles.

GENERAL FIXED ASSETS ACCOUNT GROUP. A self-balancing group of accounts set up to account for the general fixed assets of a governmental unit.

GENERAL FUND. A fund used to account for all transactions of a governmental unit that are not accounted for in another fund, such as police and fire services.

GENERAL LONG-TERM DEBT ACCOUNT GROUP. A self-balancing group of accounts set up to account for long-term debt that is legally payable from general revenues.

GOAL. A goal is a statement of desired conditions to be maintained or achieved through the efforts of an organization. Actual total achievement may be impossible, but the goal is a standard against which to measure progress toward ideal conditions. A goal is a definition of results toward which the work of the organization is directed.

GOVERNMENTAL FUND. A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds. General fund, special revenue funds, capital projects funds, debt service funds, and special assessment funds are all examples of governmental fund types.

GRANT. A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function or for the acquisition or construction of fixed assets.

ILL. An abbreviation for Inter-Library Loan. Libraries cooperate in loaning materials to each other when the primary lending library does not have the patron requested library materials on hand.

ILS. An abbreviation for integrated library system database that tracks library materials and patron records.

IP. An abbreviation for internet protocol.

INCOME. A term used to represent the excess of revenues earned over the expenses incurred in carrying on an enterprise operation.

INTERGOVERNMENTAL REVENUE. Revenue from other governments. Grants, entitlements, and shared revenues are types of intergovernmental revenue.

INTERNAL SERVICE FUND. A fund established to finance and account for services and commodities furnished by a designated department to other departments. Amounts expended by the fund are reestablished from either operating earnings or by transfers from other funds.

NVESTMENT. Securities held for the production of income in the form of interest and dividends.

IT. An abbreviation for Information Technology.

LAN. An abbreviation for local area network.

LIABILITY. Probable future sacrifices of economic benefits arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

LINE-ITEM. A detailed classification of an expense or expenditure classified by object within each Division.

LONG-TERM DEBT. Debt with a maturity of more than one year after the date of issuance.

MODIFIED ACCRUAL BASIS. Governmental funds use the modified accrual basis of accounting. Revenues are recognized in the period in which they become both available and measurable. Expenditures are recognized at the time a liability is incurred.

MILLAGE. The term used to describe the rate assessed on real, personal and utility property that generates the annual operating and debt services tax revenues to fund a majority of library operations.

MS. An abbreviation for Microsoft.

NET INCOME. A term used in governmental enterprise to designate the excess of total revenues over total expenses.

NONOPERATING EXPENSE. Proprietary fund expenses incurred in performance of activities not directly related to supplying the basic service by a governmental enterprise.

NONOPERATING INCOME. Proprietary fund income that is not derived from the basic operations of such enterprises.

OBJECT CODE. Expenditure classification according to the types of items purchased or services obtained; for example, personnel services, materials & supplies, contractual service, and capital.

OBJECTIVE. An objective is a decision about the amount of progress to be made within a specified period of time. It states in measurable and quantitative terms the results to be achieved within a specified time and plans the incremental steps to achieve the goal.

OCLC. An abbreviation for a global library cooperative, supported by thousands of libraries in making information more accessible and more useful to people around the world.

OPERATING TRANSFER. Legally authorized interfund transfers from a fund receiving revenue to the fund that makes expenditures.

ORDINANCE. A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

PC. An abbreviation for personal computer.

PERFORMANCE BUDGET. A budget which relates appropriations to work loads. By featuring unit measures, performance budgets are believed to express official and citizen interest in the managerial value of efficiency.

PERFORMANCE MEASURES. Performance measures provide a means of identifying the level of service provided. Performance measures include a measurement of demand, workload, productivity, and effectiveness.

PROGRAM. Program for FPL is a presentation by third party contractors or staff that highlight a wide variety of concepts and presentations that match community interests with the complementary goals of engaging the community literary engagement and meeting a portion of the recreational needs of the community. Each program represents a specific type of activity within its department aimed at providing a service for which the Library is responsible.

PROGRAM BUDGET. A budget which relates appropriations to goals.

PROGRAM OBJECTIVES. A program objective states in measurable quantitative terms the results to be achieved within a specified time and plans the incremental steps to achieve them.

PRODUCTIVITY. Unit cost (productivity data) enables decision-makers to measure efficiency, as opposed to total expenditures. Productivity unit costs can also be used to quickly estimate the cost of adding more service, or the savings to be realized from reductions in service.

RESERVE. An account that records a portion of the fund equity that must be segregated for some future use and which is not available for further appropriation or expenditure.

RETAINED EARNINGS. The accumulated earnings of an enterprise or internal service fund that have been retained in the fund and that are not reserved for any specific purpose.

REVENUE. Additions to fund financial resources other than from interfund transfers and debt issue process.

SUB-DEPARTMENT. Sub-departments are the major functional sub-divisions and correspond to the departmental hierarchy used by the Library. Each sub-department has been assigned to one of the departments according to the type of activity it performs. For example, the Adult & Reference Services Department is part of the Library Services Department. In addition, each sub-department has developed a statement of goals and objectives and strategies for attaining them.

SRC. An abbreviation for Summer Reading Club.

STEM. An abbreviation for science, technology, engineering and math.

TAX. A compulsory charge levied by a governmental unit for the purpose of raising revenue. These revenues are used to pay for services or improvements provided for the general public benefit.

UNRESERVED FUND BALANCE. The amount remaining in a fund that is not reserved for some future use and which is available for further appropriation or expenditure.

VEX. VEX refers to a brand name in robotics.

VOIP. An abbreviation for voice over internet protocol for telephone service.

WiFi. *Wi-Fi* or *WiFi* is a technology for wireless local area networking with devices based on the IEEE 802.11 standards.

WORKLOAD. Workload data answer the question about how much service is being provided, as well as how output is meeting service demand. Workload data are also the basis, along with total expenditures, for unit cost or productivity.