

2017

**Dakota County
Office of Performance and Analysis
REPORT**

Library Staffing and Hours Review



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EXECUTIVE SUMMARY

Dakota County has nine branch libraries, which vary in size, staffing levels, and hours of operation. The variation in library hours is apparent across branches, as well as within individual branches throughout non-summer months. Unfortunately, this variation in branch hours can create confusion among the public, as well as staffing challenges.

TABLE 1 – VARIATION IN BRANCH HOURS THROUGHOUT THE YEAR

One branch (Galaxie)	Maintains the same hours year-round.
Six branches (Burnhaven, Wescott, Heritage, Wentworth, Robert Trail, and Pleasant Hill)	Do not provide summer Sunday hours.
Two branches (Farmington and Inver Glen)	Offer unique summer hours.

This report reviews the potential provision of consistent year-round hours within the various branches. Three different analyses were conducted.

- Sunday Hours – Offering summer Sunday hours in branches that are currently open on Sundays during non-summer months would be feasible with some staffing adjustments.

While overall attendance may be lower on summer Sundays, areas where demographics indicate lower incomes or a more diverse population may see higher attendance levels. The 2011 Residential Survey indicates that 49% of residents would be “very” or “somewhat likely” to visit a library during Sunday hours. Attendance projections also anticipate various ranges of summer Sunday attendance close to that of non-summer Sundays. If summer Sunday attendance levels approach those of non-summer Sundays, the hourly rate of visitors should compare favorably with the remainder of the week.

- Year-Round Consistency of Hours at Farmington and Inver Glen – In order to create year-round consistent hours at Farmington and Inver Glen, their current use of unique summer hours would need to be discontinued. Eliminating unique summer hours would require changes to staff scheduling to better mirror the non-summer months. An alternative concept is also feasible where consistency would be created by adding morning hours on Mondays, Tuesdays, and Wednesdays during the non-summer months.
- Consistency of Monday through Saturday Hours across Branches – Pursuing consistent Monday through Saturday hours across branches would create staffing challenges, especially when considering additional evening hours at smaller library branches.

The issue of consistency of hours was also reviewed by surveying peer libraries within Minnesota and throughout the country. The use of unique summer hours is uncommon among peer libraries, as most branch libraries maintain the same hours throughout the year.

Overall, Dakota County’s libraries can have consistent branch hours throughout the year by expanding non-summer Sunday hours throughout the summer and eliminating Farmington and Inver Glen’s unique summer hours to make their schedule consistent with the rest of the year. Possible changes to staff scheduling and projected library usage support this approach.

INTRODUCTION

Dakota County has nine branch libraries, which vary in size, staffing levels, and hours of operation. The nine branches are grouped by size according to building square footage and circulation levels. Branch staffing levels also reflect these sizes.¹

TABLE 2 – LIBRARY BRANCHES BY SIZE

LARGE	MEDIUM	SMALL
Wescott (Eagen) 31,675 sq. ft.	Wentworth (W. St. Paul) 27,500 sq. ft.	Pleasant Hill (Hastings) 16,030 sq. ft.
Galaxie (Apple Valley) 28,495 sq. ft.	Heritage (Lakeville) 19,641 sq. ft.	Farmington (Farmington) 16,677 sq. ft.
Burnhaven (Burnsville) 27,800 sq. ft.	Robert Trail (Rosemount) 22,000 sq. ft.	Inver Glen (Inver Grove Heights) 16,900 sq. ft.

* Includes the mezzanine square footage.

Library hours vary by branch and time of year, with only Galaxie library offering Sunday hours during the summer and two smaller libraries (Farmington and Inver Glen) offering hours that vary from the other branches throughout the year.² This variation in library hours can result in confusion among the public and inefficiencies for staffing. The purpose of this report is to review the hours of operation and see what factors would be present in offering consistent year-round hours at each branch.

This report separates its analysis of library hours into three categories (Sunday hours, year-round consistency of hours at Farmington and Inver Glen, and consistency of Monday through Saturday hours across all branches). Where feasible, staff will make recommendations to create greater consistency in library hours.

Sunday Hours – the largest variation in hours occurs on Sunday during the summer (Memorial Day through Labor Day). There are six branches with non-summer Sunday hours, but are closed on summer Sunday (Wescott, Burnhaven, Wentworth, Heritage, Robert trail, and Pleasant Hill).

Year-Round Consistency of Hours at Farmington and Inver Glen – Farmington and Inver Glen have Monday through Saturday hours that change during summer months.

Consistency of Monday through Saturday Hours across Branches – All libraries are staffed from Monday through Saturday throughout the year, but variations occur when reviewing Farmington and Inver Glen’s schedules compared with the other seven branches.

In addition to a review of branch hours, staff compared Dakota County library hours and characteristics with peer library systems within Minnesota and across the country. This peer comparison provides additional feedback to utilize in evaluating library services in Dakota County.

Using the review of library staffing and usage data, this report provides an initial analysis supporting the creation of consistent year-round hours within each branch library.

¹ Table 5 – “Data Profile for Branch Libraries, 2015” on page 11 provides an overview of various branch library characteristics, including demographic data, various volumes of use, size, and staff levels.

² Table 3 – “Current Library Branch Hours” on the next page provides a summary of the varying hours across branches.

TABLE 3 – CURRENT LIBRARY BRANCH HOURS

GALAXIE HOURS

	YEAR-ROUND
Sunday	1:00PM to 5:00PM
Monday	10:00AM to 8:30PM
Tuesday	10:00AM to 8:30PM
Wednesday	10:00AM to 8:30PM
Thursday	10:00AM to 8:30PM
Friday	10:00AM to 5:30PM
Saturday	10:00AM to 5:30PM
TOTAL HOURS	61 hours per week

BURNHAVEN, WESCOTT, HERITAGE, WENTWORTH, ROBERT TRAIL, AND PLEASANT HILL HOURS

	NON-SUMMER	SUMMER
Sunday	1:00PM to 5:00PM	Closed
Monday	10:00AM to 8:30PM	10:00AM to 8:30PM
Tuesday	10:00AM to 8:30PM	10:00AM to 8:30PM
Wednesday	10:00AM to 8:30PM	10:00AM to 8:30PM
Thursday	10:00AM to 8:30PM	10:00AM to 8:30PM
Friday	10:00AM to 5:30PM	10:00AM to 5:30PM
Saturday	10:00AM to 5:30PM	10:00AM to 5:30PM
TOTAL HOURS	61 hours per week	57 hours per week

FARMINGTON AND INVER GLEN HOURS

	NON-SUMMER	SUMMER
Sunday	Closed	Closed
Monday	12:00PM to 8:30PM	10:00AM to 8:30PM
Tuesday	12:00PM to 8:30PM	10:00AM to 8:30PM
Wednesday	12:00PM to 8:30PM	10:00AM to 5:30PM
Thursday	10:00AM to 5:30PM	10:00AM to 5:30PM
Friday	10:00AM to 5:30PM	10:00AM to 5:30PM
Saturday	10:00AM to 5:30PM	10:00AM to 2:00PM
TOTAL HOURS	48 hours per week	47.5 hours per week

SUNDAY HOURS

Sundays present the largest variation, when reviewing non-summer versus summer hours. OPA staff reviewed several sources of information related to Sunday hours.

Peer County Survey – OPA staff sent a brief survey to 10 peer library systems (peer counties that had summer Sunday hours and were located both in and out of Minnesota) to learn about challenges associated with scheduling for summer Sunday. Responses were received from seven peers. Generally, peer agencies do not seem to have any more challenges scheduling summer Sunday than scheduling for non-summer Sunday. In addition, summer Sunday usually require minimal staffing. Staff in one county responded that a Sunday shift usually takes between four to six hours and staff is already scheduled on non-summer Sunday, which can be extended to summer Sunday. If staff takes paid time off on Sunday, part-time or hourly employees usually cover the shift.

Factors that peer counties consider when deciding to open a branch during summer time are the size and number of visitors to the branch. In general, the bigger the library and the higher the number of visitors the more likely the library will be open on summer Sunday. Amongst the peer agencies, the smallest branch (in term of size and visitors) that opens on summer Sunday is the Dayton Bluff Library in St. Paul. Based on the visitor data (99,254 visitors in 2015), this library is roughly the size of Farmington Library.

Branch Manager Feedback – OPA staff also discussed summer Sunday with branch managers. A few of the managers indicated that since they have already scheduled staff to work on non-summer Sunday, it would be easy to keep that schedule consistent throughout the year. Other managers stated that they could make a few adjustments to staff schedule to accommodate the branch being open on summer Sunday.

Residential Survey – The 2011 Dakota County Residential Survey provides an indication of potential library attendance on Sunday. In the 2011 survey, residents were asked when they would most likely visit a library.³ Residents expressed a strong likelihood for visiting libraries on weekends. The days of the week with the highest percentages of respondents indicating that they were “very likely” or “somewhat likely” to visit a library were Saturday (60%) and Sunday (49%). Sunday however received the highest “very unlikely” to visit a library percentage (44%). As a result, residents were polarized as to whether or not they would utilize library services on Sunday.



Estimated Attendance – OPA staff estimated summer Sunday attendance for all branches to provide additional information for the library management in deciding which libraries to open on Sunday during the summer. OPA staff used the Galaxie Library’s visitor data as a base for estimating numbers of patrons for other libraries as if they were to open on summer Sunday. The reason that Galaxie Library was selected is because it is the only library in Dakota County

³ The 2011 residential survey was the only year that the survey questioned the likelihood of visiting a library on a specific day.

that opens on Sunday year-round. In order to determine the accuracy of summer Sunday attendance estimates, staff used various methods to estimate summer Sunday attendance at Galaxie and then compared those estimates with Galaxie’s actual number of summer Sunday patrons.⁴

When comparing the estimated average summer Sunday visits to the actual average visits at Galaxie, staff found that Estimate 1 overestimates the actual average visits over summer Sunday by about 20%, and Estimates 2 and 3 underestimate the actual average visits by about 7%. While Estimates 2 and 3 seem to produce an estimate closer to the average summer Sunday attendance, OPA staff present all three estimates to account for other factors (not accounted within the estimates), which may affect the actual attendance.

Factors that might affect attendance are income and proportion of people of color. Based on interview notes from meetings with branch managers, low-income residents and people of color are more likely to use library services. Information from Table 5 (page 11) shows that Wentworth and Burnhaven have the highest percent of low-income residents and people of color. These two factors combined might generate additional attendance beyond the estimates for these two branches.

OPA staff also compared the estimated average summer Sunday visits to the average non-summer Sunday visits to determine if the estimates are aligned well with the existing data. Estimate 1 produces estimates that are higher than the actual average non-summer Sunday attendance by 19% to 41%. Estimate 2 projects that summer Sunday attendance will be consistent with non-summer Sunday attendance. Estimate 3 generally projects a slightly lower number of visitors when compared to non-summer Sunday. Farmington and Inver Glen close on Sunday year-round, as a result, there are no comparison data available.

TABLE 4 – PERFORMANCE FOR METHODS OF ESTIMATING SUMMER SUNDAY ATTENDANCE

Branch	Estimate 1	Estimate 2	Estimate 3	Actual average non-summer Sunday attendance
Galaxie	596 (30%)	497 (8%)	463 (1%)	459
Wescott	664 (33%)	500 (0%)	464 (-7%)	499
Burnhaven	424 (24%)	341 (0%)	313 (-8%)	342
Robert Trail	305 (19%)	253 (-2%)	260 (1%)	257
Heritage	327 (41%)	222 (-4%)	210 (-9%)	232
Pleasant Hill	225 (28%)	176 (0%)	152 (-14%)	176
Wentworth	408 (19%)	342 (0%)	347 (1%)	342
Farmington	202	214	95	N/A
Inver Glen	193	328 ⁵	103	N/A

Based on these estimates, OPA created a series of graphs that show non-summer Sunday attendance. The graphs are located within Appendix E.

⁴ Refer to Appendix D for methods used to estimate the number of summer Sunday patrons.

⁵ This estimate seems high due to Inver Grove Height’s large population.

A factor that might affect these estimates is location. If all branches were to open on summer Sunday, patrons would most likely go to the branch that is closest to their home. Based on an interview with the Galaxie Library branch manager, a portion of Sunday visitors to the library are from other cities besides Apple Valley. If all branches were to open on summer Sunday, initially Galaxie Library might experience a slight decline in visitors, because those visitors from other cities might start to go to their local library.

Although results from the different summer Sunday estimates vary, they are useful in providing an initial range for likely summer Sunday attendance. These ranges can be utilized to assist in planning for summer Sunday staffing needs at various branches.

Sunday Hourly Attendance – Reviewing the hourly attendance rates on Sunday versus the remainder of the week provides a measure of public interest. While reviewing four sample weeks throughout the year, Sunday attendance is focused within the reduced number of hours. As a result, the hourly attendance rates on Sunday are comparable with other days of the week, even though shorter business hours on Sunday result in lower total daily attendance levels. Overall, Wescott and Wentworth had the highest hourly attendance rates compared with other days (Table 6, page 12).⁶

Pleasant Hill – Pleasant Hill creates an interesting challenge, when considering the issue of consistent year-round branch hours. Pleasant Hill's hours mirror much larger branch libraries, but its staffing level (6.22 dedicated FTE) is only slightly higher than other smaller branch libraries, such as Farmington (5.4 FTE) and Inver Glen (5.65 FTE). Currently, Pleasant Hill fills the need for a librarian on non-summer Sundays by consistently utilizing substitute staff.

During the summer, Pleasant Hill only has one instance of special hours. Sunday hours, which are held during the non-summer months, are not offered in the summer. As a result, consistency at Pleasant Hill can only be achieved by adding Sunday hours during the summer or eliminating Sunday hours during non-summer months.

Of the branches offering non-summer Sunday hours, Pleasant Hill has the lowest attendance with gate counts usually falling below 200.⁷ It is reasonable to anticipate that this lower level of attendance with respect to other libraries would continue throughout the summer.

Library Profiles – Table 5 shows demographic data together with other library data such as circulation, computer usage, and visitor data for all nine branches in Dakota County. Demographic data was collected from the cities, where the library is located. It was observed by a number of branch managers that low-income visitors and people of color are more likely to use computers when they visit. Data confirms this observation. Wentworth and Burnhaven libraries have higher percentages of poverty, people of color, and non-English speakers. This information is coupled with a higher rate of computer usage in terms of numbers of logins and hours. Demographic data coupled with high computer usage indicates a possible high attendance rate for individuals utilizing library services such as computers, Wi-Fi access, and climate controlled building space, during traditionally non-peak hours, such as summer Sunday.

⁶ For an illustration of Sunday hourly attendance by branch, as compared with remaining days of the week, see Table 6.

⁷ For illustrations of Pleasant Hill Sunday gate counts, see Appendix E.

TABLE 5 – DATA PROFILE FOR BRANCH LIBRARIES, 2015

City	Eagan	Apple Valley	Burnsville	W. St. Paul	Lakeville	Rosemount	Hastings	Farmington	Inver Grove Heights
Library	Wescott	Galaxie	Burnhaven	Wentworth	Heritage	Robert Trail	Pleasant Hill	Farmington	Inver Glen
Population	65,053	49,911	61,059	19,690	57,715	22,469	22,355	21,861	34,258
Population in poverty	7.1%	6.9%	11.2%	12.2%	6.2%	5.6%	7.5%	2.6%	9.0%
Non-white	19.3%	16.2%	25.2%	22.4%	10.3%	13.6%	5.8%	8.5%	16.0%
Population speak a language other than English at home	15.7%	11.5%	18.3%	18.0%	7.9%	11.4%	4.2%	8.4%	11.8%
Children (under 18)	24.5%	24.9%	23.2%	23.7%	30.7%	30.4%	23.1%	31.1%	23.4%
Senior (age 65 and over)	8.9%	11.1%	12.4%	18.6%	6.4%	9.4%	13.6%	6.5%	13.9%
Number of library card holders as of 8/2016	55,302	61,098	42,279	25,860	24,605	13,173	19,564	13,960	14,239
Number of active card holders (2014-2016)	29,542	32,111	21,458	13,733	14,279	9,016	10,586	7,701	7,571
Percent of active card holders (2014-2016)	53.4%	52.6%	50.8%	53.1%	58.0%	68.4%	54.1%	55.2%	53.2%
Number of library visits 2015	318,443	324,408	269,219	228,783	172,776	187,715	166,374	96,686	105,948
Number of circulations 2015	813,307	746,468	599,901	445,840	443,606	338,966	264,637	209,593	207,969
Circulation Per active card holder	28	23	28	32	31	38	25	27	27
Percent of self check	91%	92%	90%	77%	90%	86%	89%	88%	86%
Computer use (Logins)	38,316	51,047	54,225	46,256	15,740	27,323	19,457	10,895	14,546
Computer use (Hrs)	32,681	44,610	48,443	45,097	12,974	22,818	17,809	9,017	13,151
Sponsored events	387	433	291	204	362	247	298	261	157
Events attendance	31,456	22,550	9,998	5,685	18,526	10,125	9,408	10,133	5,311
Average attendance per event	81	52	34	28	51	41	32	39	34
Average gate count per FTE	22,505	21,273	21,906	22,719	18,303	21,955	26,748	17,905	18,752
Average gate count per hour open	107	102	91	77	58	63	56	39	43
Size (sq. ft.)	31,675*	28,495	27,800	27,500	19,641	22,000	16,030	16,677	16,900
Total physical materials	134,633	117,687	114,064	85,292	82,237	82,121	58,556	60,699	55,474
Volunteer Hours	1,602	1,756	668	536	1,462	650	380	469	382
Total paid employees	14.2	15.3	12.3	10.1	9.4	8.6	6.2	5.4	5.7

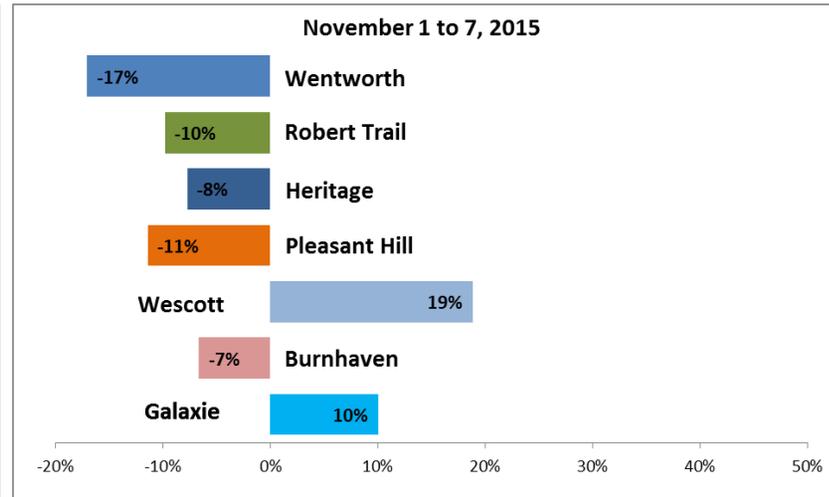
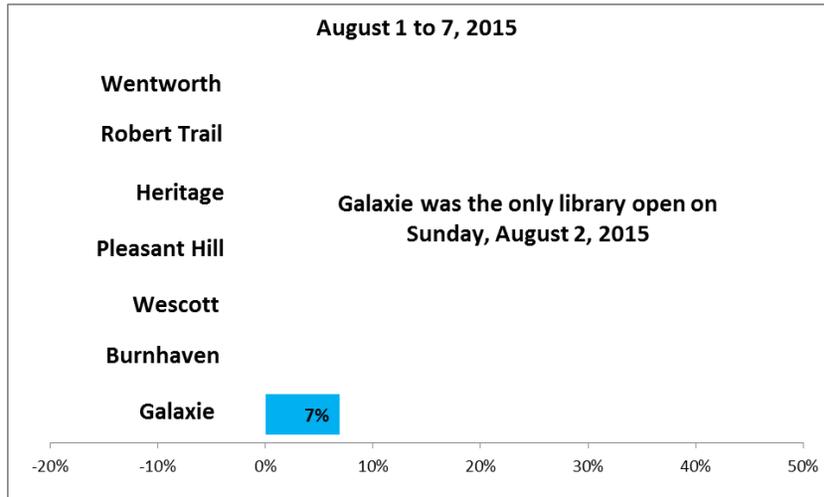
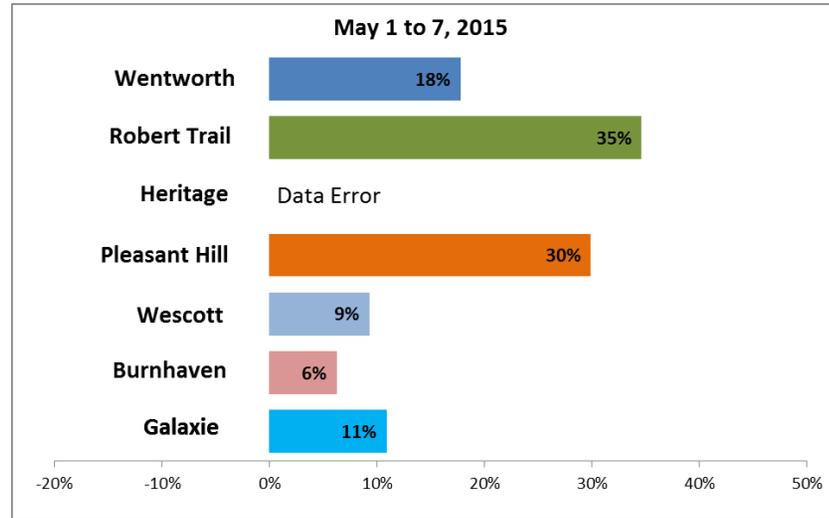
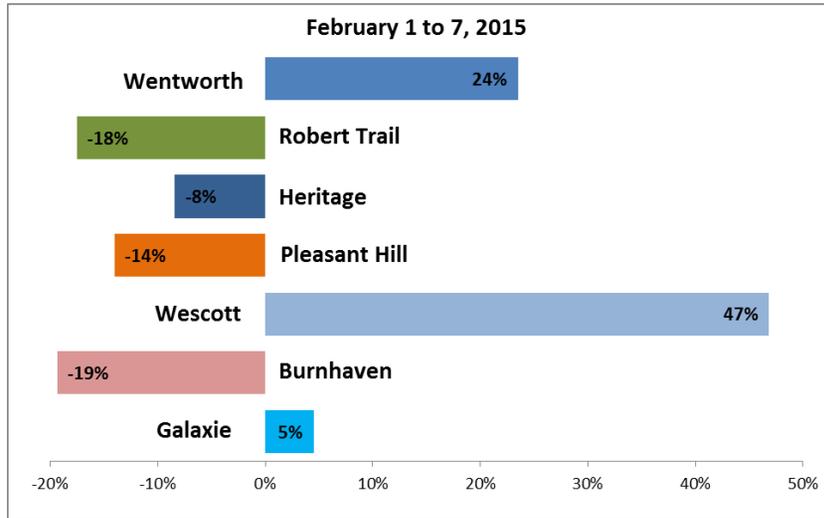
Demographic information comes from 2010-2014 5-year ACS estimates

Source: <http://education.state.mn.us> search library statistics

Note: Libraries that are near the border with other cities might also get patrons from those cities as well

* Include the mezzanine square footage

TABLE 6 – SUNDAY HOURLY ATTENDANCE VERSUS REMAINDER OF WEEK



YEAR-ROUND CONSISTENCY OF HOURS AT FARMINGTON AND INVER GLEN

Year-round consistency of hours can be accomplished in most branches through the creation of summer Sunday hours. Farmington and Inver Glen are the exceptions with unique summer hours throughout the week. This section focuses specifically on creating consistent year-round hours at Farmington and Inver Glen, through utilizing the non-summer schedule year-round.

Sunday Hours – Farmington and Inver Glen do not currently have Sunday hours. As a result, no changes are needed in this area to create consistency throughout the summer.

Weekday Mornings – Currently during the summer, Farmington and Inver Glen create additional business hours on Monday, Tuesday, and Wednesday mornings.

Late Hours – During the summer months at Farmington and Inver Glen, branches close earlier on Wednesday and Saturday. Creating a year-round consistency of hours will mean continuing to schedule later shifts at Farmington and Inver Glen, during the summer.

TABLE 7 – CURRENT HOURS AT FARMINGTON AND INVER GLEN

	Non-Summer	Summer
Sunday	Closed	Closed
Monday	12:00PM to 8:30PM	10:00AM to 8:30PM
Tuesday	12:00PM to 8:30PM	10:00AM to 8:30PM
Wednesday	12:00PM to 8:30PM	10:00AM to 5:30PM
Thursday	10:00AM to 5:30PM	10:00AM to 5:30PM
Friday	10:00AM to 5:30PM	10:00AM to 5:30PM
Saturday	10:00AM to 5:30PM	10:00AM to 2:00PM

Considerations – A variety of factors would influence the creation of consistent year-round hours. These contributing factors include Branch Manager and supervisor staffing, use of substitutes, staffing evening shifts, and summer programming.

- Branch Managers and supervisors may need to expand the amount of scheduled time they spend at service desks during the proposed hours of expansion.
- Expanded summer hours on Saturdays may require the additional use of substitutes, due to the high use of flex time during summer months.
- The implementation of summer evening hours on Wednesdays in smaller branches will most likely result in either the need to revisit the “One Evening per Employee” practice⁸ or utilize additional substitutes.
- Potential impacts on summer programming will require additional review. Branch managers indicated that the consistent timing of programs help with attendance, which the creation of consistent year-round hours would enable. The proposed change would result in the library opening later on Mondays, Tuesdays, and Wednesdays during the summer. Summer Reading Program activities traditionally scheduled during those morning hours would need to be reviewed for potential relocation to the afternoon.

⁸ The “One Evening per Employee” approach refers to the practice of not requiring an employee to regularly work more than one evening shift per week.

Peer Libraries – Peer counties did not frequently utilize summer hours. Consistent year-round hours were present within nine out of eleven peer libraries.⁹ Even in the two exceptions of Anoka County and Virginia Beach, Virginia, summer hours for branches were unusual. In Anoka, hours are reduced during the summer by eliminating Sunday hours. This practice runs opposite to Virginia Beach, where library hours are expanded during the summer to add some Sunday hours.

Conceptual Hours – In addition to reviewing the possible consistency of non-summer hours throughout the year, library administration was interested in a brief analysis of the following year-round hours at Farmington and Inver Glen.

TABLE 8 – CONCEPTUAL HOURS AT FARMINGTON AND INVER GLEN

	Conceptual	Current Non-Summer
Sunday	Closed	Closed
Monday	10:00AM to 8:30PM	12:00PM to 8:30PM
Tuesday	10:00AM to 8:30PM	12:00PM to 8:30PM
Wednesday	10:00AM to 8:30PM	12:00PM to 8:30PM
Thursday	10:00AM to 5:30PM	10:00AM to 5:30PM
Friday	10:00AM to 5:30PM	10:00AM to 5:30PM
Saturday	10:00AM to 5:30PM	10:00AM to 5:30PM

Weekday Mornings – The conceptual hours would result in an additional six hours, all of which would be during the 10:00AM to 12:00PM hours on Monday, Tuesday, and Wednesday.

After reviewing existing library staffing during three sample weeks in 2015, expanding morning hours on Monday, Tuesday, and Wednesday should be feasible with some staffing adjustments. For the most part, hours impacted by the proposed expansion already have sufficient staff present to open the library.

Similar to the potential expansion of non-summer hours throughout the year, adding morning hours would require further consideration of some items. Potential impacted areas include the regular scheduling of additional time for branch managers at service desks and planning activities that currently take place while the library is closed.

The conceptual schedule would also result in hours that closely mimic the other library branches. The only exceptions would occur on Thursday evenings, when Farmington and Inver Glen close earlier, and on Sunday, when they are not open.

⁹ The eleven peer libraries are listed in Appendix H.

STANDARDIZATION OF HOURS ACROSS BRANCHES - MONDAY THROUGH SATURDAY

This section reviews the possible standardization of library hours across branches from Monday through Saturday. Currently only Farmington and Inver Glen have different Monday through Saturday hours from the remaining seven branches (Table 9).^{10 11}

TABLE 9 - CURRENT NON-SUMMER HOURS FROM MONDAY THROUGH SATURDAY

	FARMINGTON AND INVER GLEN	ALL OTHER BRANCHES	DIFFERENT HOURS
Monday	12:00PM to 8:30PM	10:00AM to 8:30PM	Mornings
Tuesday	12:00PM to 8:30PM	10:00AM to 8:30PM	Mornings
Wednesday	12:00PM to 8:30PM	10:00AM to 8:30PM	Mornings
Thursday	10:00AM to 5:30PM	10:00AM to 8:30PM	Evenings
Friday	10:00AM to 5:30PM	10:00AM to 5:30PM	---
Saturday	10:00AM to 5:30PM	10:00AM to 5:30PM	---
TOTAL HOURS	48 hours	57 hours	

By altering the hours at Farmington and Inver Glen to reflect the other branch hours from Monday through Saturday, the following schedule would be created across branches (Table 10).

TABLE 10 - POTENTIAL HOURS ACROSS BRANCHES FROM MONDAY THROUGH SATURDAY

Monday through Thursday	10:00AM to 8:30PM
Friday and Saturday	10:00AM to 5:30PM

Reviewing the sample schedules illustrates that additional morning and Saturday hours would be easier to fill with existing staff that have been previously scheduled during those times. Additional evening hours are more of a challenge to fill and would require either the use of substitutes or revisiting the “One Evening per Employee” approach.

Peer Counties – Staff also conducted a brief review of peer county branch hours. Of the eleven peer counties, none had absolutely consistent Monday through Saturday hours across all branches.

¹⁰ Appendix C shows the blocks of time that would need to be added to make Farmington and Inver Glen’s hours consistent with the other branches on Monday through Saturday. The additional hours are represented by boxes over the existing staff schedules.

¹¹ Four sample weeks are utilized within Appendix C (days 1-7 in February, May, August, and November). Those days were selected to provide a view of the potential impact within each season, as well as avoid scheduling around holidays. Two challenges were noted during this scheduling review. The first challenge was that the first week in August does not reflect the major summer attendance driver of the Summer Reading Program, which has the majority of its events in June and July. The second challenge is providing a consistent visualization of the first seven days of each sample month, when they take place on different days of the week (e.g. February 1, 2015 was a Sunday, but May 1, 2015 was a Friday). As a result, each illustration begins on the sample Sunday and ends on the sample Saturday, regardless of its corresponding calendar date.

It is worth noting that there were degrees of variation and three peer counties (Anoka County, Johnson County, Kansas, and Virginia Beach, Virginia) had mostly consistent hours across branches. Many counties featured a strong consistency of hours across a single day of the week, including the following examples.

- Anoka County – all branches open from 12PM to 8PM on Mondays and Wednesdays, as well as 10AM to 6PM on Thursdays and 12PM to 6PM on Fridays. With the exception of a single branch, all libraries are closed on Sunday.
- Ramsey County – all branches are open on Saturdays from 10AM to 5PM. With the exception of one branch, all libraries are open from 10AM to 5PM on Fridays.
- Sarasota County, Florida – All branches are closed on Sunday. With the exception of a single branch, all libraries are open from 10AM to 6PM on Fridays and Saturdays.

LIBRARY PEER REVIEW

In developing the list of peer libraries to compare with Dakota County, an attempt was made to focus on similarities in population, demographics, circulation, number of branches, structure (i.e. city, county, or district), and reputation for quality. An attempt was also made to create a peer listing that was balanced between Minnesota libraries and others throughout the United State. Initial lists of potential peers were developed by OPA staff and then later refined by library administration. Sources reviewed to develop the peer listing included the following:

- Institute of Museum and Library Services (IMLS) annual survey (most recent data from 2014)
- Minnesota Department of Education (MDE) public libraries annual reports (2015)
- Public Library Association (PLA) library data (2014)
- OPA Benchmark Report (2011)

Those sources, in addition to the review of library administration, resulted in the following listing of 11 peer counties (listed by service area population).

- 1) Omaha, NE
- 2) Virginia Beach, VA
- 3) Johnson County, KS
- 4) Santa Clara County, CA
- 5) Sarasota County, FL
- 6) Richland County, SC
- 7) Anoka County, MN
- 8) Saint Paul, MN
- 9) Arapahoe District, CO
- 10) Ramsey County, MN
- 11) Washington County, MN

The reasoning that all of the peer libraries from Minnesota are located within the Twin Cities metro area is due to most large non-metro libraries being part of multicounty library districts. Also, Anoka County was included despite its lower levels of library funding, because of its geographic proximity, as well as its similar demographic profile.

After an initial review of the previously mentioned data sources, this report utilized the 2014 data from the Institute of Museum and Library Services (IMLS) annual survey. Even though the data was from 2014, IMLS provided the best overview of all peer libraries, whereas other sources either lacked geographic diversity or a complete listing of peer libraries.

Peer Library Comparison – Data from the select peer counties was reviewed to see where Dakota County is an outlier in the following categories: Hours, Visits, Local Revenue, Total Circulation, Total Programs, and Computer Uses. Data was ranked into thirds, where the 12 libraries, including Dakota County, were reviewed.

Dakota County ranked in the top third of library systems in the following (i.e. achieved a 1-4 ranking).

- Circulation per Hour (third)

Compared with peer counties, this data indicates that Dakota County has a higher than average circulation rate on an hourly basis.

Dakota County ranked in the bottom third of library systems in the following (9-12 ranking).

- Total Programs (eleventh)
- Computer Uses (ninth)

Geography helps explain the low program ranking. Excluding St. Paul (ranked first), the remaining Minnesota libraries comprised the bottom four libraries in total number of programs (ranking 9-12).

In all other categories, Dakota County ranked within the middle third of library systems (5-8 ranking).¹²

State Standards – To help review Dakota County's level of library service provision, OPA staff first reviewed available State of Minnesota library standards. The most recent standards come from a 1996 report entitled, "Standards for Minnesota Public Libraries: Essential, Enhanced, Excellent." This report was adopted by the Advisory Council to Library Development and Services, Minnesota Department of Children, Families and Learning, in September 1996.

The report endorses goal setting based upon assessing the needs of the community, rather than using state-imposed measures. For communities that desire using comparative standards, the report provides a section entitled "Other Approaches to Meeting the Standards," which utilizes Illinois Library Association benchmarks.

In addition to researching State of Minnesota standards, OPA staff reviewed information available from other states through the Public Library Statistics Cooperative (PLSC), which last updated their information in March 2016.

Unfortunately, Minnesota's recommended standards are over twenty years old and other states presumably have unique influencing factors that impact their recommended service levels. The standards from other states were also inconsistent in terms of characteristics reviewed and measurement levels. As a result, a definitive listing of state service levels is not included within this report.

¹² The full set of peer rankings is contained within Appendix H.

Minimum Safety Levels – For the determination of minimum safety levels, Dakota County’s Risk Management Department solicited feedback from other Minnesota libraries. Three peers (Ramsey County, Washington County, and the City of Rochester) responded.

Generally, the peers and Dakota County’s branch managers provided similar feedback.

- Minimum staffing must include two staff members present, whenever a branch is open.
- Ideal minimum staffing includes both a librarian and circulation staff member present during library hours. Each service desk should also be staffed.
- Medium and large size libraries frequently have enough volume to demand the presence of off-desk staff to assist with breaks, phones, and material returns.

ADDITIONAL TOPICS

In addition to the review of branch hours and peer libraries, several other areas were briefly considered in this report. The topics provided within this section help provide an overview of other contributing factors that may influence future discussions regarding library branch hours and staffing levels.

Staffing Considerations – Several factors should be considered, when reviewing staff schedules.

- Minimal Staffing Levels – When a branch is open to the public, minimum staffing levels include one librarian and one circulation employee.
- Pre-Opening – Libraries prefer to have staff present one hour prior to opening. Activities during this time include processing returns, balancing cash drawers, and preparing materials.
- Evening Shifts – Smaller branches often utilize the “One Evening per Employee” approach to staffing.
- Supervisors – Branch Managers and Circulation Supervisors occasionally address staffing gaps, but are usually not considered for scheduling purposes.
- Substitutes – While reviewing branch staffing schedules, staffing occasionally drops below minimum standards (i.e. only one employee scheduled, when the branch is open to the public). It is assumed that substitute staff is utilized in such instances.
- Additional Staffing Needs – Larger branches often require minimal staffing that includes an additional employee in the rear offices to help answer phones and handle book returns. Also, some branches have two service desks, which ideally are both staffed even during minimal staffing situations.

Split Positions – The purpose of split positions is to help cover scheduling holes by distributing a single employee’s time between two branches. Although the primary location for split employees varies, Wescott receives the majority of split hours.¹³

Permanent Substitute Shifts – Libraries occasionally utilize substitutes to cover for employee flex time. There are however some instances when substitutes are utilized on a consistent basis to cover shifts.¹⁴

¹³ Split positions are listed in Appendix I.

¹⁴ The regular use of substitutes are listed in Appendix I.

Union Contract –Dakota County Library has a collective bargaining agreement with AFSCME Local 693. The term of the agreement runs through the end of 2017. The agreement addresses areas that impact scheduling union employees.

Programming – Library programs can generate significant increases in attendance. As a result, it is worth summarizing the experiences and opinions of library branch managers with respect to successful programs. These are anecdotal observations, which have not been reviewed with respect to applicable data for confirmation.

- Most Popular Programs for Any Age – Arts and crafts events, entertainers, and musicians. Consistency in timing also helps with program attendance regardless of the event.
- Most Popular Children Programs – Summer reading, story time, and “themed” events.
- Most Popular Adult Programs – Book clubs, activities related to specific reading materials, and Silver Teas.
- Demographic Dependent Popularity – Computer classes.
- Less Popular – Authors and books signings.

RECOMMENDATIONS

Based upon the findings of this report, staff recommends the following items.

- 1) Create consistent year-round hours at Farmington and Inver Glen through either the expansion of their non-summer hours throughout the year or implementation of library administration’s conceptual schedule. Expanding non-summer hours would require additional consideration of the impact on evening staffing and morning programming during the summer months. Pursuit of the conceptual schedule would necessitate an additional review of staffing on Monday, Tuesday, and Wednesday mornings.

- 2) Create consistent year-round hours at Wentworth, Wescott, Burnhaven, Robert Trail, and Heritage through the implementation of summer Sunday hours.

As an alternative, consideration could be given toward a gradual expansion of summer Sunday hours into select branch libraries. Demographic data, as well as current and projected attendance, strongly support the creation of summer Sunday at Wentworth, followed by Wescott and potentially Burnhaven.

- 3) After proposed remodeling activities at Pleasant Hill, which will create a single service desk, consideration should be given toward implementing summer Sunday hours at this branch. The single service desk should reduce staffing pressures and ease difficulties associated with an expansion of hours.

Taken as a whole, these three recommendations would create a year-round consistency of hours within each library branch.

The next step is for Dakota County Library to assess and confirm staffing for the possible change in hours. In many cases, branches could expand non-summer staffing schedules into the summer to cover summer Sundays, while other branches utilize substitutes to supplement or cover evenings and Sundays during non-summer months.

APPENDIX A – SCOPE



Project Scope Statement

10/13/2016

Prepared by: Office of Performance and Analysis

Project Background (WHY)

The Dakota County Library system consists of nine branches located across Dakota County. These libraries are categorized into small, medium, and large branches.

- Small: Farmington, Inver Glen, Pleasant Hill
- Medium: Wentworth, Heritage, Robert Trail
- Large: Wescott, Galaxie, Burnhaven

Operations and staffing across the nine libraries is currently inconsistent. Each branch has its own operating hours (which change throughout the year) and the branches have different staffing structures and ways of allocating staff time.

Inconsistencies with operations and staffing present a number of challenges. For example, changes in library hours can lead to resident confusion and uncertainty regarding when a given library is open or closed. It is also difficult to provide the appropriate level of staff throughout the year as staffing levels stay the same year-round, but the operating hours may change based on the season.

Purpose/Deliverables/Outcomes (WHAT)

Statement of Purpose:

The purpose of this project includes the following:

- Determine and document the current state of operations at each library branch including community indicator data.
- Based on available data, determine in a branch of a given size (small, medium, or large), how much staff is needed to operate the library at a safe and efficient level and to the extent possible provide consistent operating hours and staffing levels year-round.
- Based on available data, develop method to allocate librarian time (e.g., how librarian's hours should be allocated among stay at the service desk, planning programs and delivery of programs).

Deliverables and format:

OPA will provide a brief report including an executive summary and possible appendices. There will be a meeting at the end of the project to discuss findings in the report. OPA staff or Library management staff will present findings (or a subset of findings) of this report to library branches.

Parameters (inclusion/exclusion):

- Duties of staff, type of equipment used, outreach, and community partnerships/use of library space (such as use of Apple Valley branch to house the homeless during extreme weather) are not considered part of this study.
- Law Library and the South St. Paul Library are not part of this study.
- Library Administration and the virtual presence is not part of this study.
- The use of substitutes is part of the study, while the decision to hire substitutes is not.
- OPA staff will work in partnership with Library leadership on communication with staff regarding the project and findings.

Success measure:

This project will be successful if the Library and PS&R leadership receive a complete report that provides

- clear information regarding the current state of each library,
- illustration where staffing levels are uneven or insufficient,
- identification of possible metrics for the Library leadership to consider when planning and adjusting Library staffing levels, and
- informs the Director's plans for providing more consistent staffing and operations which can be used to help inform 2017 strategic planning.

Process/Methodology (HOW)**Guiding questions**

- What information/data is needed to assess the current state of library operations?
- What is the current state of operation at the libraries?
- What is the most effective method to manage library hours?
- What is the appropriate level of staff for the libraries?
- What is the appropriate amount of time that should be allocated to each function in the library?

Methodology

- Gather data about the current state of operation of the libraries (based on agreed upon criteria).
- Benchmark with other agencies (e.g., St. Paul).
- Gather data (e.g., number of library visits and computer usage by hour) from the library IT staff.
- Gather community data (from ACS or other sources) to depict demographic in areas surrounding the library.
- Analyze collected data.
- Review and discuss preliminary findings with team members, stakeholders, and sponsor.

Project Team and Audience (WHO)

Project Sponsor: Margaret Stone

OPA Project Manager/Staff: Hoang Ton, Dave Paulsen, Jessie Carlson

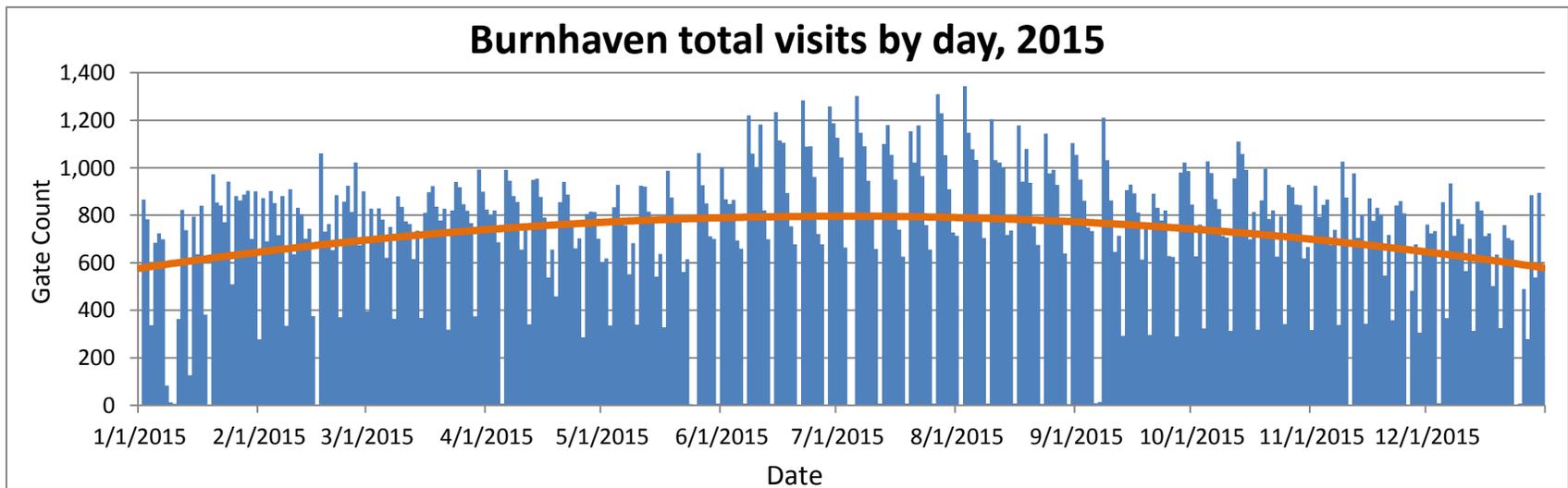
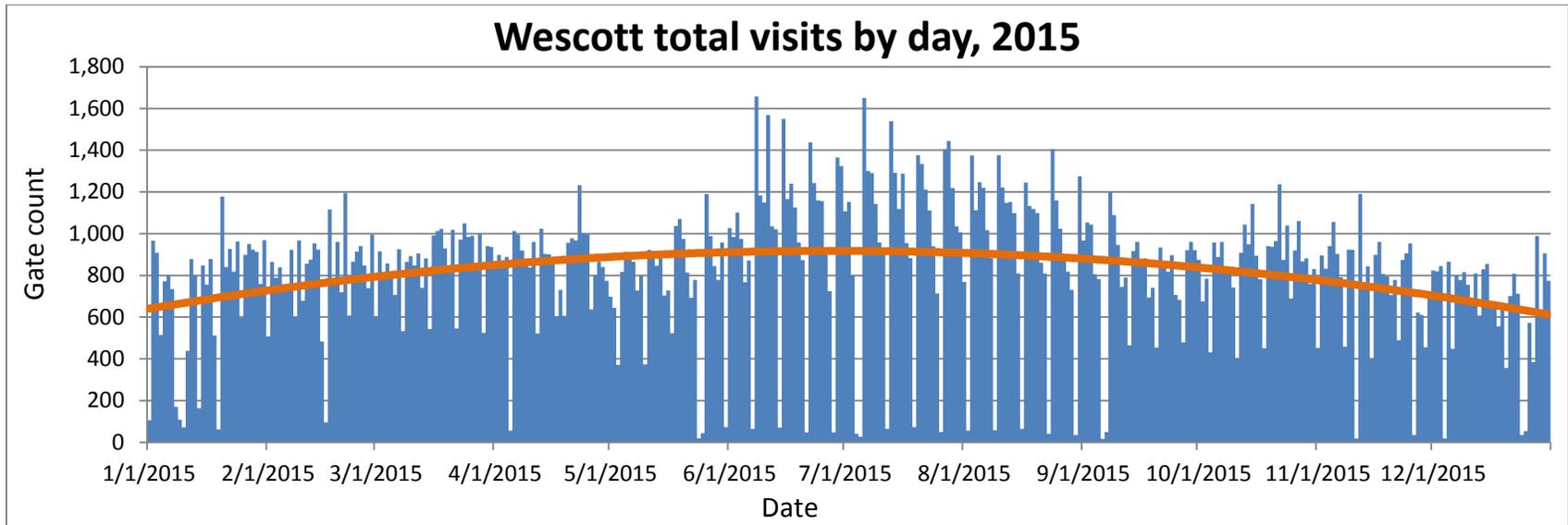
Team Members/Stakeholders: Jennifer Reichert Simpson, branch managers, and supervisors.

Expected Audience (beyond project sponsor): PS&R Division Director, Library branches

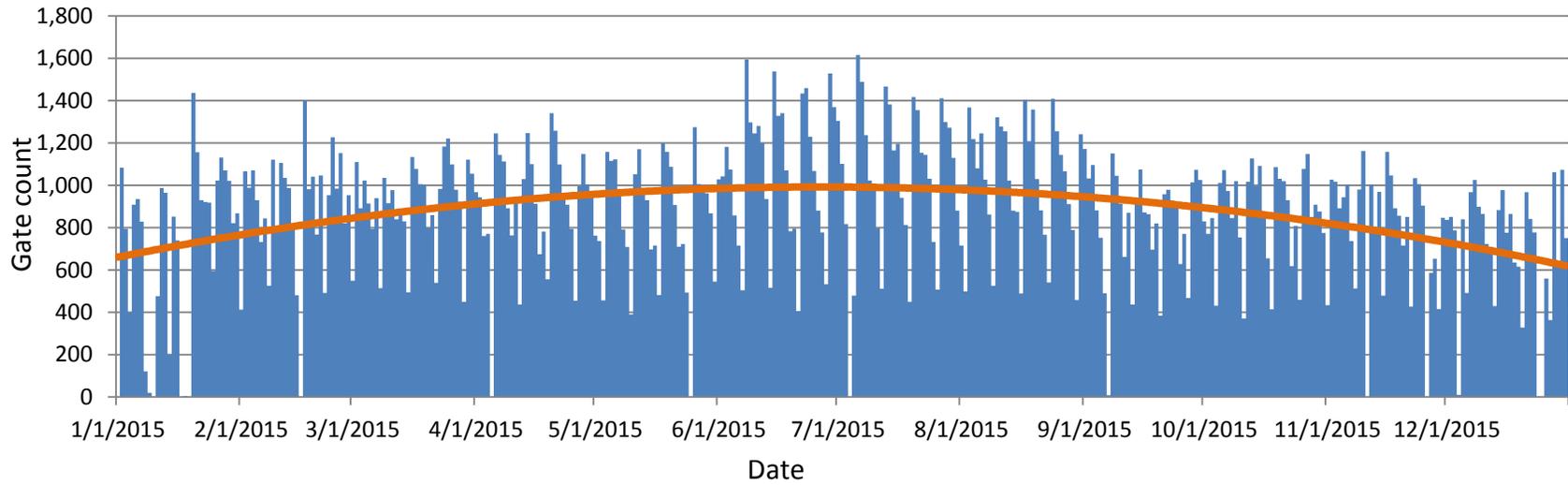
Timeline (WHEN)

Task	Staff	Timeline
Finalize scope	OPA	Early Sept
Benchmarking	OPA & Library	Sept – Oct
Finalize indicators and plan for collection of current state data for each library	OPA & Library	Sept
Communications with library staff	Library	Sept, then ongoing
Collect current state data from libraries <ul style="list-style-type: none">- Library Staff- Community Data- Library IT	OPA	Sept- Nov
Analyze collected data	OPA	Oct – Nov
Check in regarding preliminary findings	OPA & Library	November
NOTE: Review current state findings and revisit remaining timeline.		
Draft report (including recommendations)	OPA	December
Review and discuss draft report with team	OPA & Library	December - January
Finalize report	OPA	January
Submit and discuss final report	OPA, Library and PS&R Leadership	January

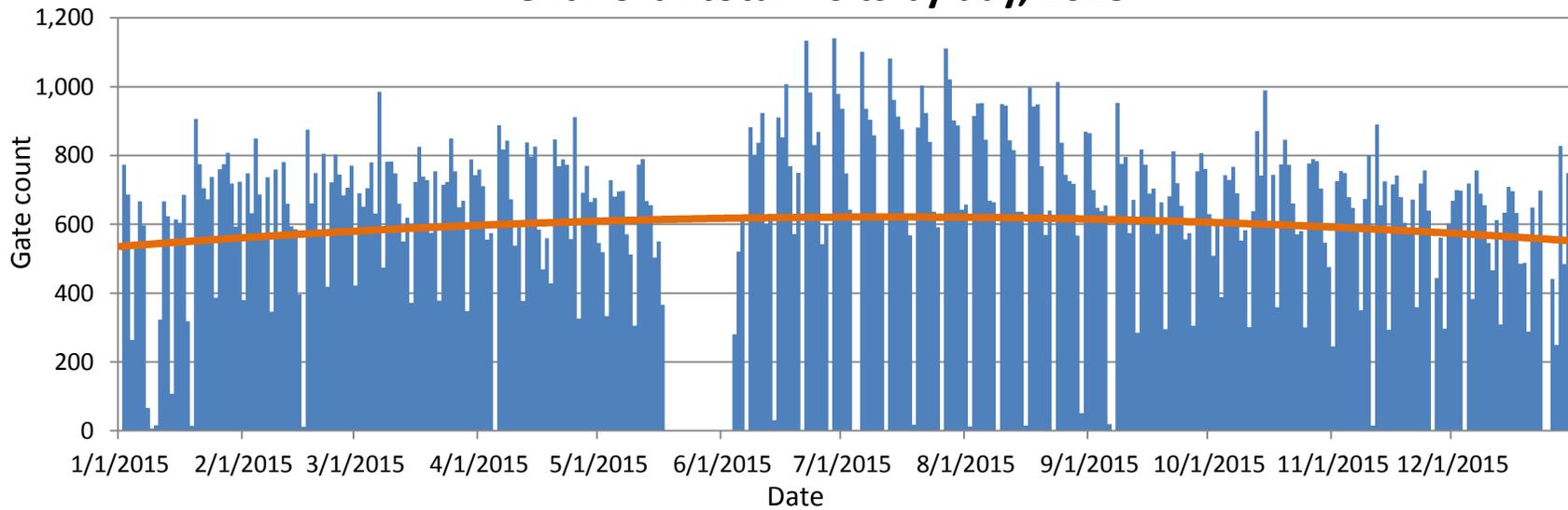
APPENDIX B – TOTAL VISITS BY DAY BY BRANCH



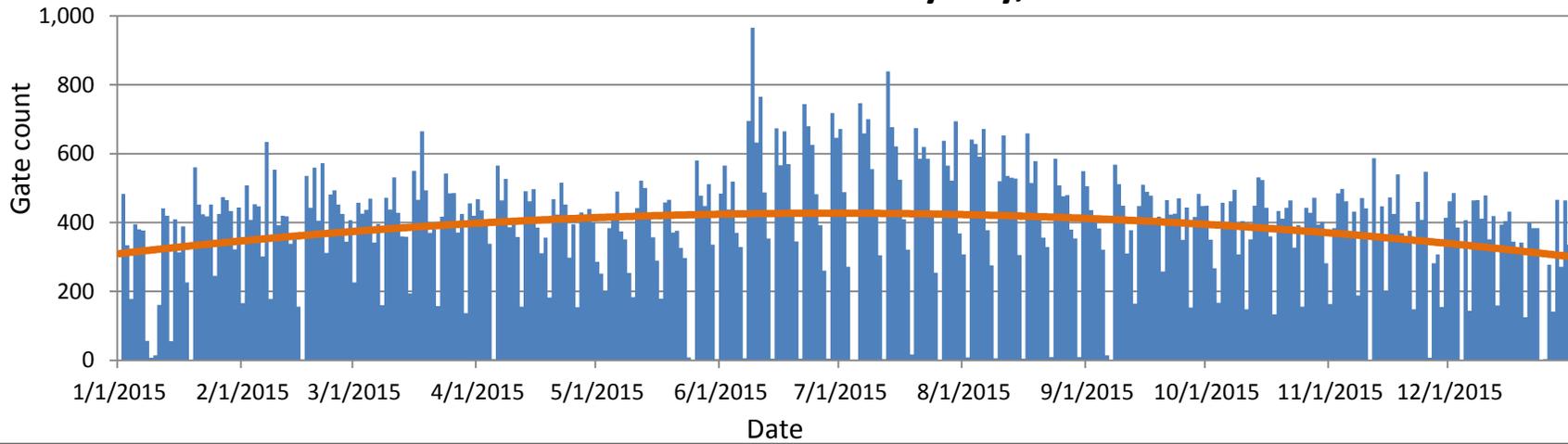
Galaxie total visits by day, 2015



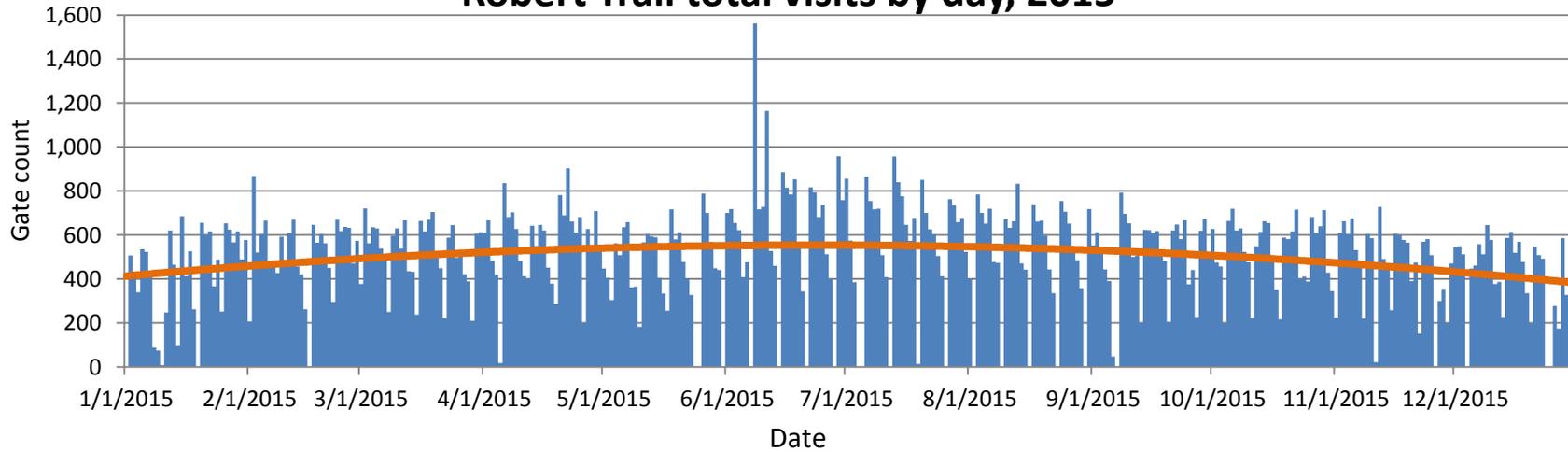
Wentworth total visits by day, 2015



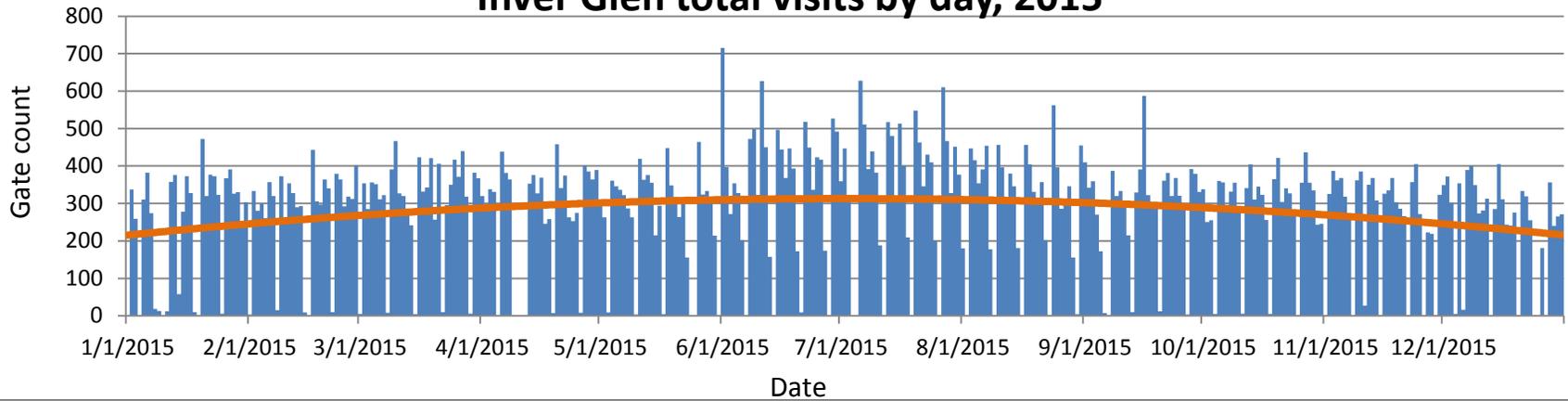
Pleasant Hill total visits by day, 2015



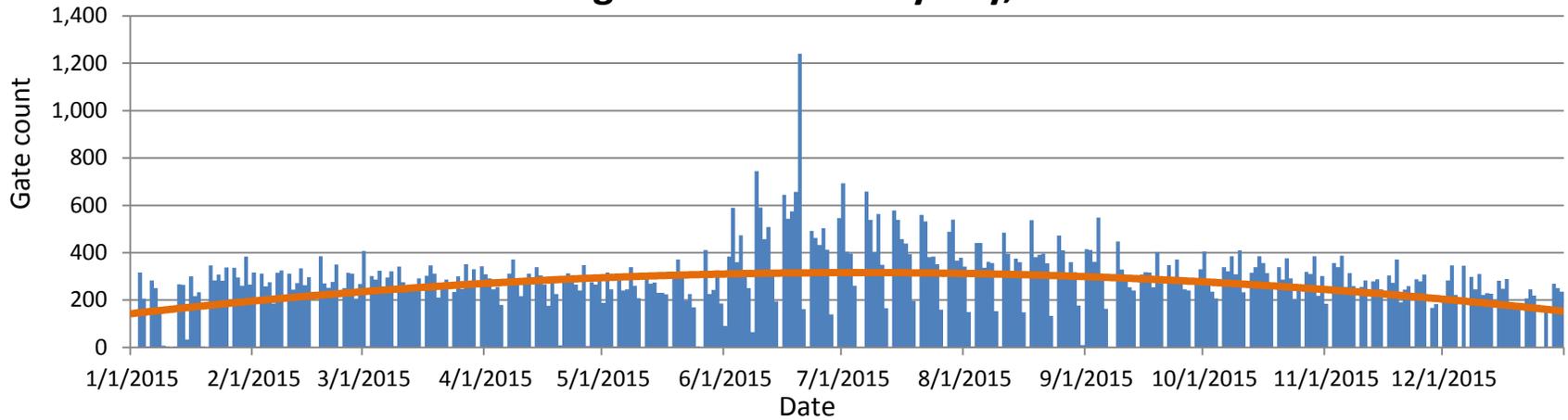
Robert Trail total visits by day, 2015

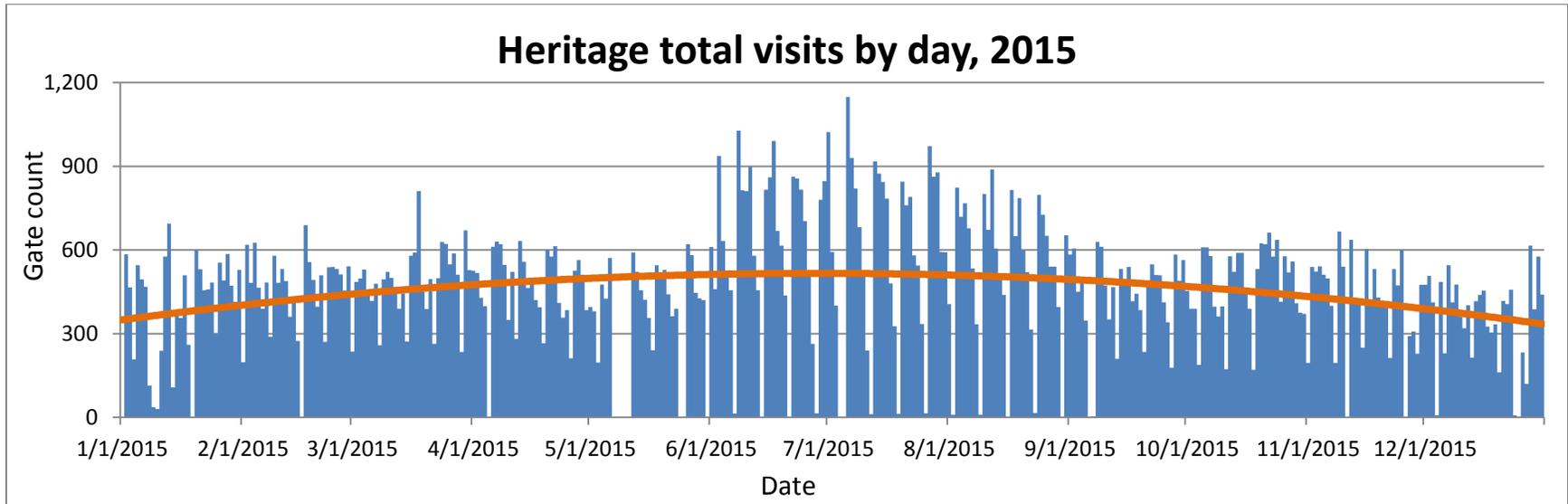


Inver Glen total visits by day, 2015



Farmington total visits by day, 2015





FARMINGTON																								
Sunday, November 01, 2015	CLOSED																							
Monday, November 02, 2015	OPEN																							
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00
Branch Mgr	8.5																							
1 Librarian	8.5																							
2 Librarian	8.5																							
Spvr Circ Svcs Asst	8.5																							
1 Info Asst Sr	8.5																							
2 Info Asst Sr	4																							
Tuesday, November 03, 2015	OPEN																							
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00
Branch Mgr	8.5																							
1 Librarian	8.5																							
2 Librarian																								
Spvr Circ Svcs Asst	8.5																							
1 Info Asst Sr																								
2 Info Asst Sr	4																							
Wednesday, November 04, 2015	OPEN																							
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00
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Spvr Circ Svcs Asst	8.5																							
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2 Info Asst Sr	8.5																							
Thursday, November 05, 2015	OPEN																							
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00
Branch Mgr	8.5																							
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Spvr Circ Svcs Asst	8.5																							
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Friday, November 06, 2015	OPEN																							
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00
Branch Mgr	8.5																							
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Spvr Circ Svcs Asst	8.5																							
1 Info Asst Sr	8.5																							
2 Info Asst Sr																								
Saturday, November 07, 2015	OPEN																							
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00
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1 Librarian																								
2 Librarian	8.5																							
Spvr Circ Svcs Asst																								
1 Info Asst Sr	8.5																							
2 Info Asst Sr	4																							

INVER GLEN																									
Sunday, May 03, 2015	CLOSED																								
Monday, May 04, 2015	OPEN																								
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00	
Branch Mgr	8.5																								
Librarian - Youth Services																									
1 Librarian	8.5																								
2 Librarian																									
Spvr Circ Svcs Asst	8.5																								
1 Info Asst Sr	5																								
2 Info Asst Sr	8.5																								
Tuesday, May 05, 2015	OPEN																								
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00	
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Wednesday, May 06, 2015	OPEN																								
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Branch Mgr	8.5	< 8AM																							
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Thursday, May 07, 2015	OPEN																								
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00	
Branch Mgr	8.5																								
Librarian - Youth Services																									
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Spvr Circ Svcs Asst	8.5																								
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Friday, May 01, 2015	OPEN																								
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00	
Branch Mgr	8.5																								
Librarian - Youth Services																									
1 Librarian																									
2 Librarian																									
Spvr Circ Svcs Asst	8.5																								
1 Info Asst Sr																									
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Saturday, May 02, 2015	OPEN																								
	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00	
Branch Mgr																									
Librarian - Youth Services																									
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APPENDIX D – SUMMER SUNDAY CALCULATION METHODS

Estimate #1

OPA staff calculated a ratio of non-summer Sunday attendance versus attendance during the remaining days of the week (non-summer Mondays through Saturdays). A ratio was calculated for each week during the non-summer.

$$\text{Non-summer Weekly Ratio} = \frac{\text{Sunday Attendance}}{\text{Monday through Saturday Attendance}}$$

Staff took the average of these ratios for non-summer weeks. This average percentage was used to estimate the number of patrons for summer Sunday by multiplying the average percentage by the total Monday through Saturday patrons for each summer week.

On average, this calculation *overestimated* the actual average number of patrons attending Galaxie Library on summer Sunday by 20%.

This estimate assumes that the ratio of non-summer Sunday attendance to the remaining days of the week remains constant throughout the year.

Estimate #2

OPA staff calculated ratios of non-summer Sunday attendance to the 2015 population of Apple Valley (50,161).

$$\text{Non-summer Weekly Ratio} = \frac{\text{Sunday Attendance}}{\text{2015 population of Apple Valley}}$$

Staff took the average of these ratios. This average percentage was used to estimate the summer Sunday patrons by multiplying it by the population. As a result, the estimate is the same for each summer Sunday.

This calculation *underestimated* the average number of patrons, who attended Galaxie Library on summer Sunday by 7.2%.

This estimate assumes a constant proportion of the city in which the library is located visit the library each Sunday.

Estimate #3

OPA staff calculated the ratio of Sunday patrons to Saturday patrons for weeks during the non-summer months.

$$\text{Non-summer Weekly Ratio} = \frac{\text{Sunday Attendance}}{\text{Saturday Attendance}}$$

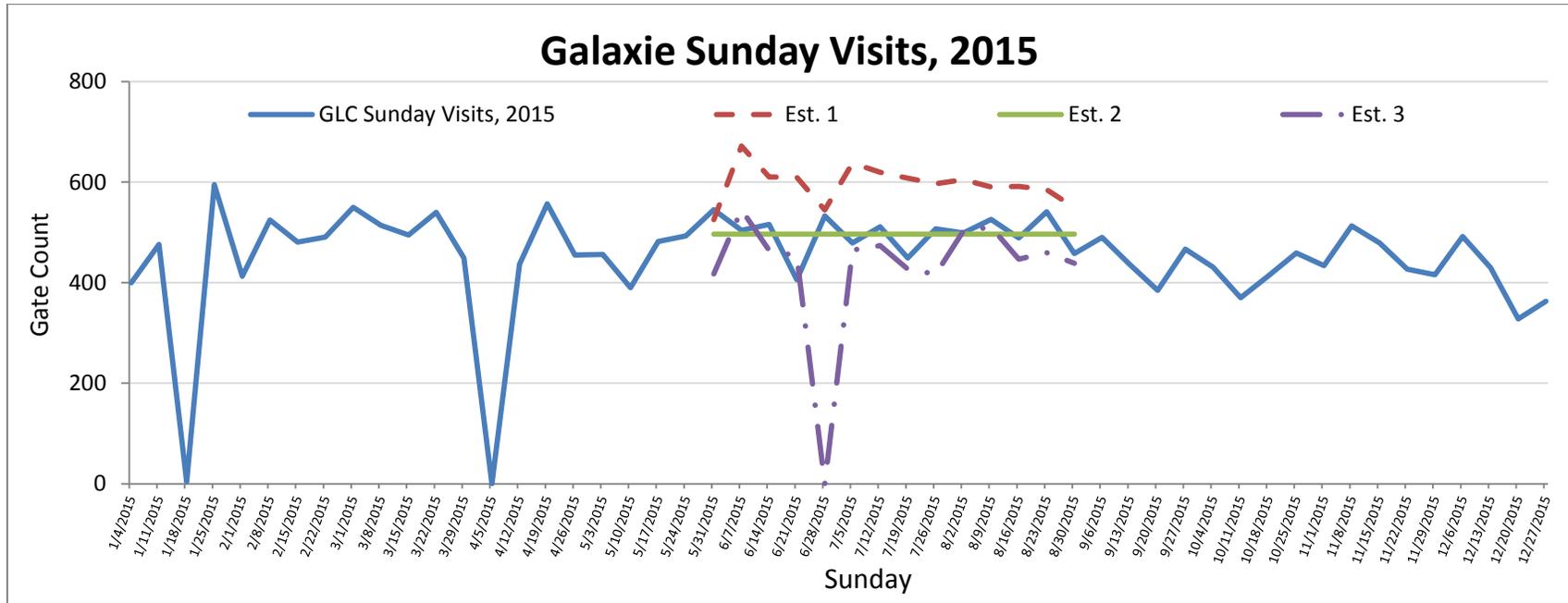
Staff averaged the percentage of the ratios. This average percentage was used to estimate summer Sunday patrons by multiplying it by the number of weekly Saturday patrons during the summer.

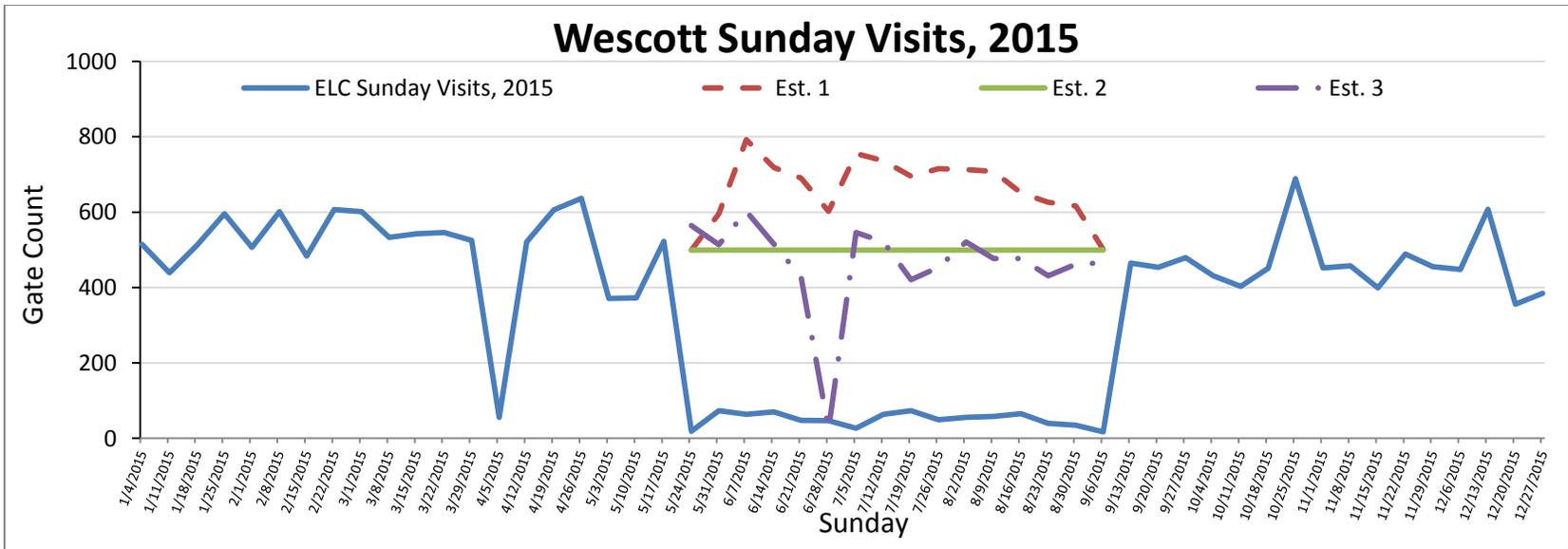
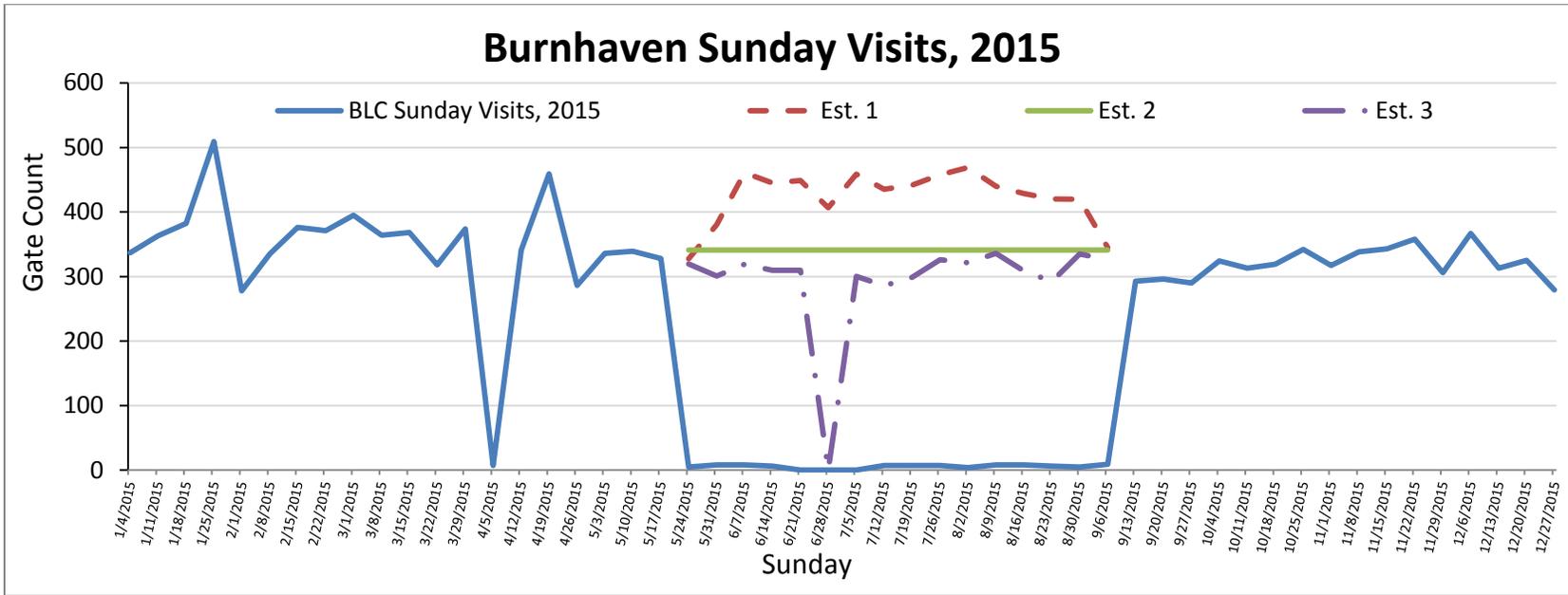
This calculation *underestimated* the average number of patrons who attended Galaxie Library on summer Sunday by 6.8%.

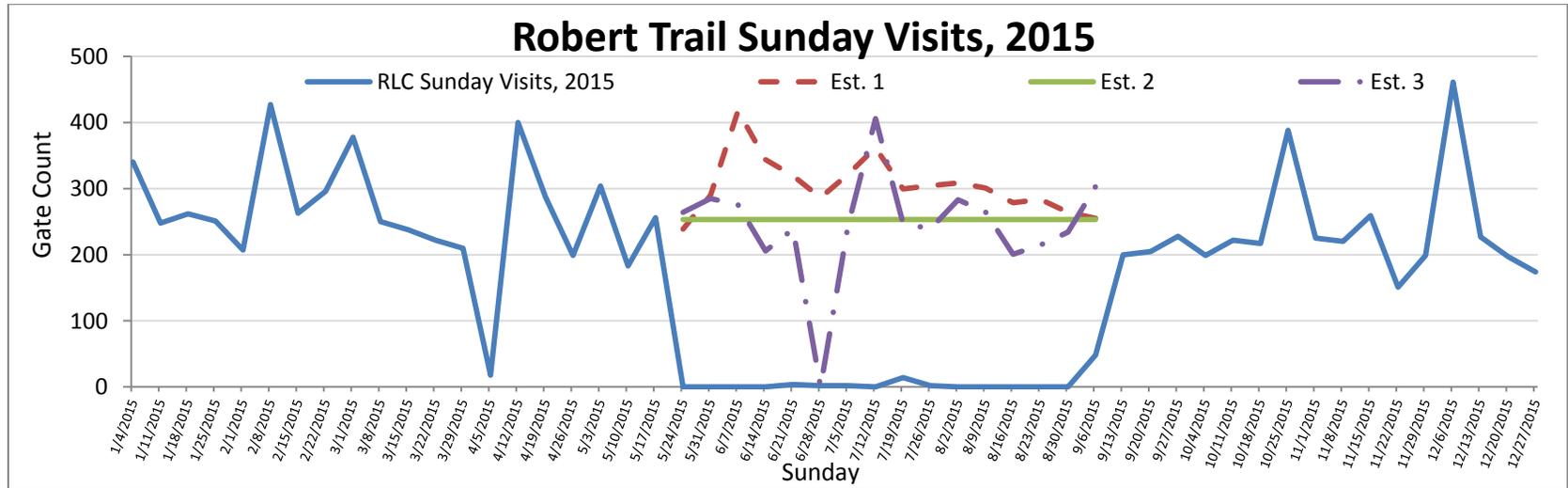
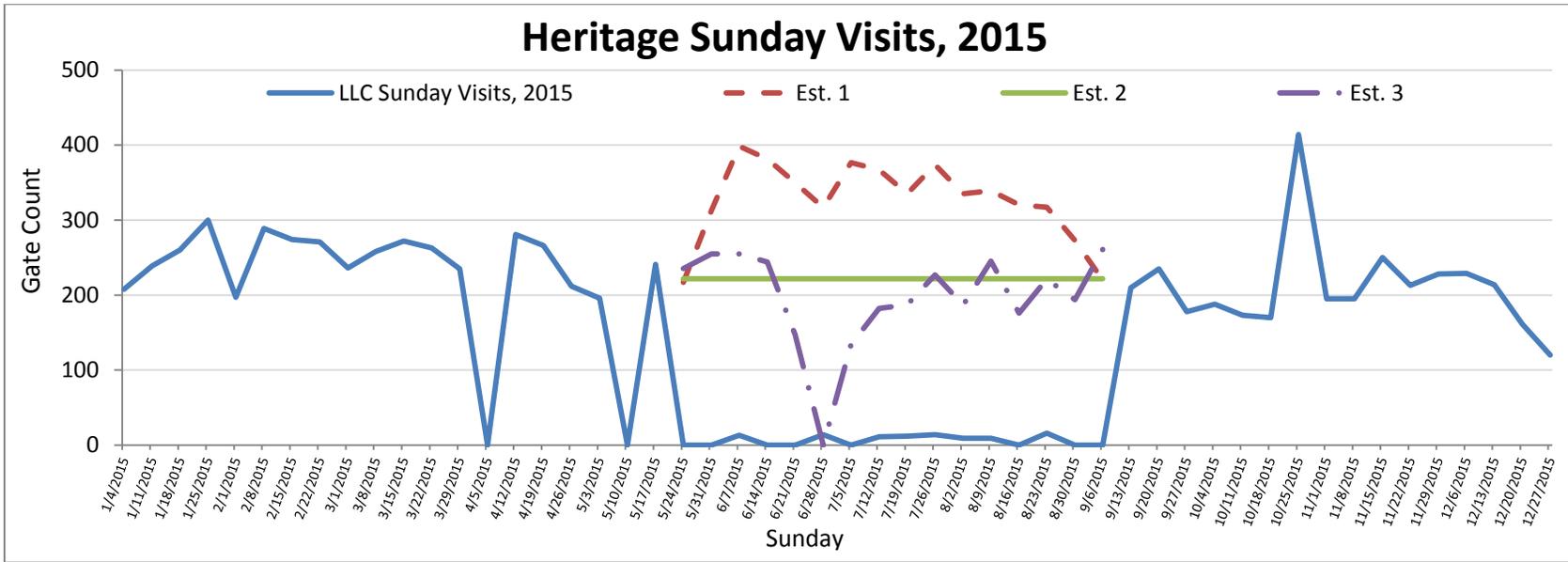
This estimate assumes the ratio of the non-summer Sunday attendance to Saturday attendance remains consistent throughout the summer as well.

APPENDIX E – ESTIMATED SUMMER SUNDAY ATTENDANCE

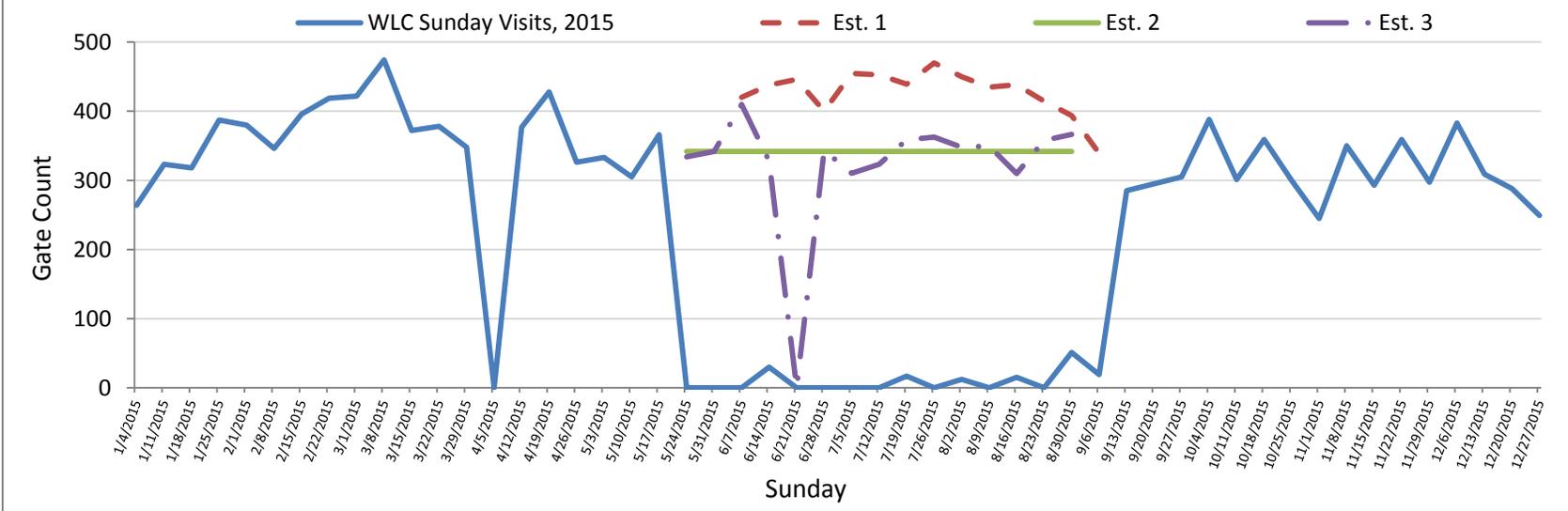
This Appendix shows a series of graphs that illustrate Sunday’s visits throughout 2015. In addition to the Sunday’s visits, staff added estimates of summer Sunday visits. These estimates were calculated from the methods identified in Appendix D. Note that the estimate for 6/28/2015 was zero (or undefined), because Estimate 3 was based on the following Saturday’s visits, which was July 4, when the libraries were closed.



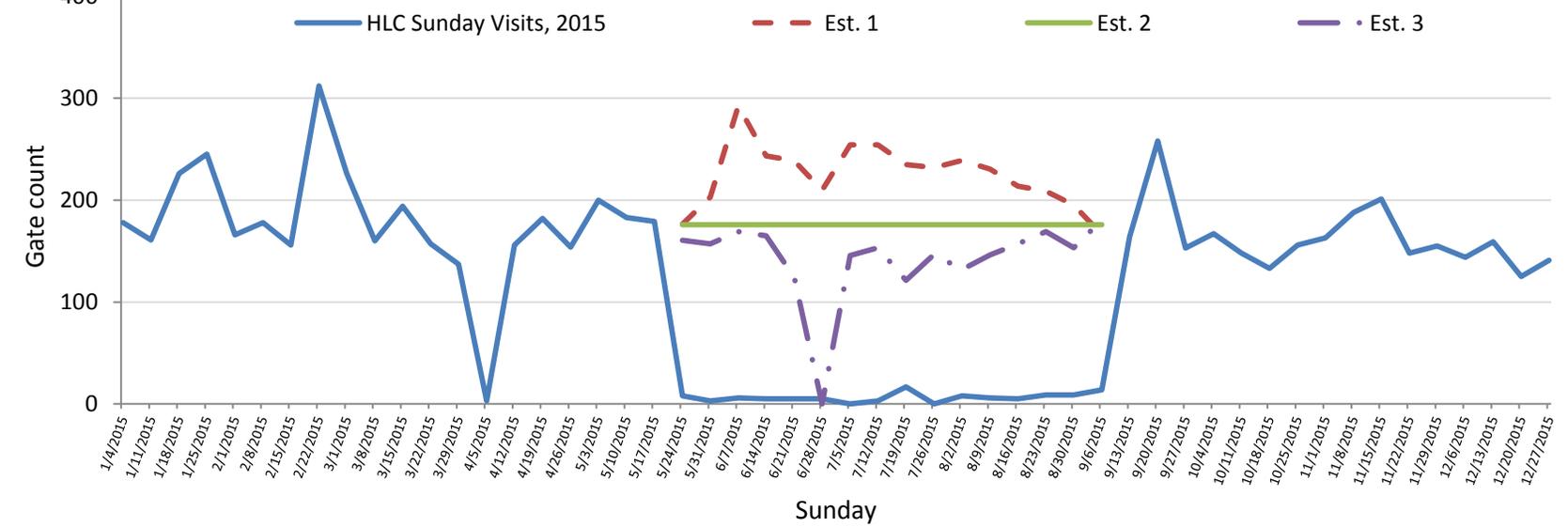




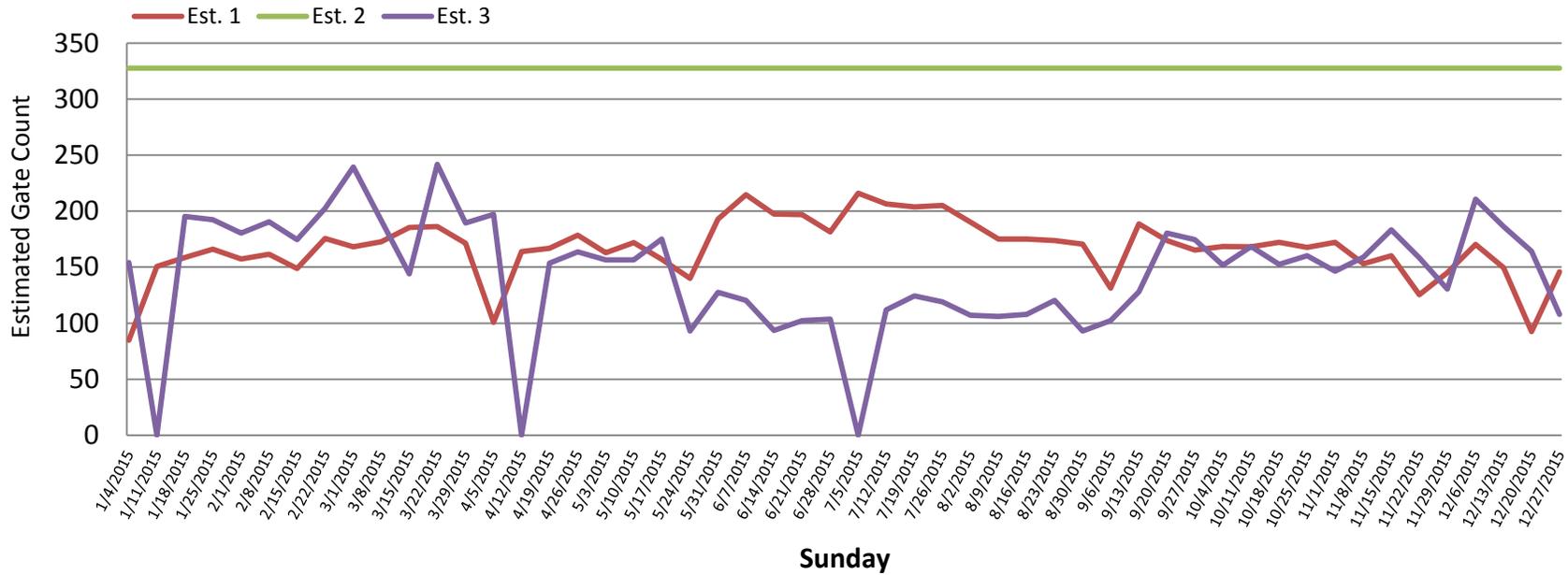
Wentworth Sunday Visits, 2015



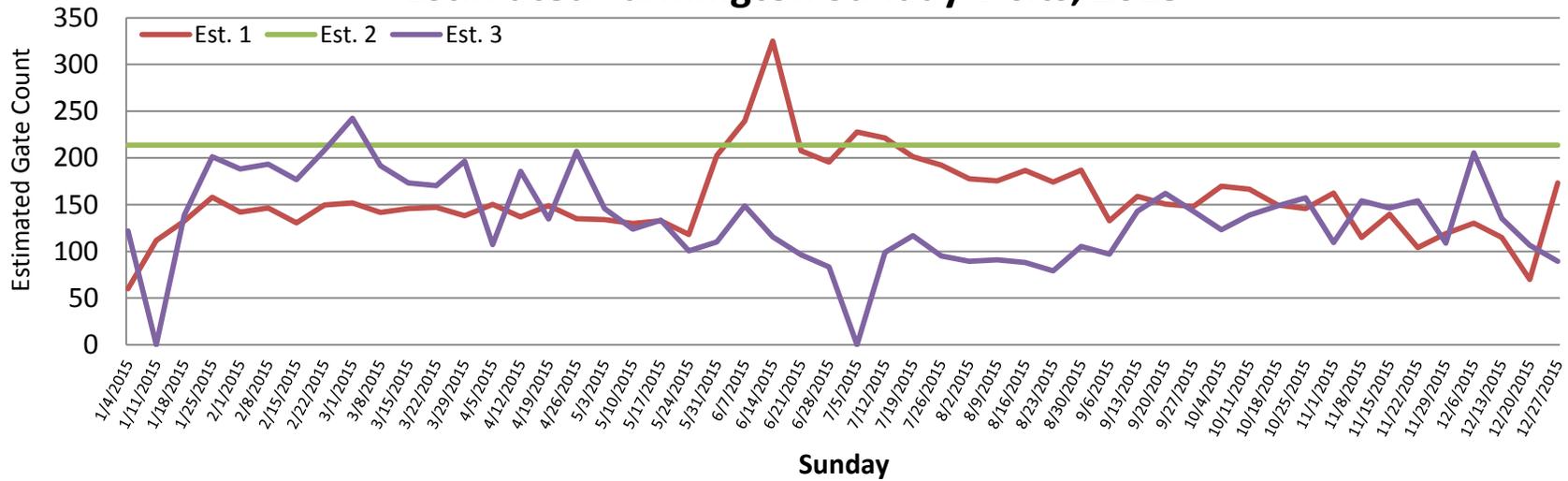
Pleasant Hill Sunday Visits, 2015



Estimated Inver Glen Sunday Visits, 2015



Estimated Farmington Sunday Visits, 2015



APPENDIX G – PLEASANT HILL SUNDAY STAFFING SUMMARY

PLEASANT HILL																			
Sunday Staffing																			
	OPEN																		
Sunday, February 01, 2015	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	
Info Asst Sr	5																		
	OPEN																		
Sunday, May 03, 2015	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	
Info Asst Sr	5																		
Sunday, August 02, 2015	CLOSED																		
	OPEN																		
Sunday, November 01, 2015	Hours	9:00	9:30	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30	5:00	
Info Asst Sr	5																		

APPENDIX H – PEER COUNTY COMPARISON

2014 - IMLS Data								
		<u>SERVICE AREA</u> <u>POPULATION</u>	<u>TOTAL</u> <u>LIBRARIES</u>	<u>HOURS</u>	<u>VISITS</u>	<u>VISITORS PER</u> <u>HOURL</u>	<u>LOCAL</u> <u>REVENUE</u>	<u>LOCAL REV PER</u> <u>CAPITA</u>
OMAHA	NE	523,083	12	36,582	2,316,521	63	\$12,938,250	\$24.73
VIRGINIA BEACH	VA	441,246	10	30,472	1,784,513	59	\$23,113,911	\$52.38
JOHNSON CO	KS	435,048	13	34,773	2,614,208	75	\$22,082,568	\$50.76
SANTA CLARA CO	CA	425,564	8	21,678	3,253,377	150	\$34,200,556	\$80.37
SARASOTA CO	FL	387,140	9	22,100	1,932,557	87	\$9,813,704	\$25.35
RICHLAND CO	SC	384,504	11	37,336	2,732,606	73	\$22,970,884	\$59.74
ANOKA CO	MN	321,707	8	17,103	861,167	50	\$7,029,467	\$21.85
ST PAUL	MN	285,068	13	28,495	1,951,938	69	\$15,643,462	\$54.88
ARAPAHOE DIST	CO	253,896	8	25,561	1,993,094	78	\$22,174,048	\$87.34
RAMSEY CO	MN	231,811	7	15,397	1,601,495	104	\$9,234,923	\$39.84
WASHINGTON CO	MN	216,650	7	16,734	801,038	48	\$6,170,200	\$28.48
DAKOTA CO	MN	387,509	9	24,621	1,830,334	74	\$11,333,026	\$29.25
Averages		355,065	10	26,021	1,985,683	76	\$16,851,998	\$47.46
Rank out of 12		5		7	8	6	8	8
		<u>TOTAL</u> <u>CIRCULATION</u>	<u>CIRCULATION</u> <u>PER HOUR</u>	<u>TOTAL</u> <u>PROGRAMS</u>	<u>COMPUTER</u> <u>USES^A</u>	<u>COMPUTER</u> <u>USE/HOURL</u>		
OMAHA	NE	2,927,759	80	4,847	316,221	9		
VIRGINIA BEACH	VA	3,269,563	107	5,750	109,407	4		
JOHNSON CO	KS	6,244,164	180	4,987	553,132	16		
SANTA CLARA CO	CA	9,357,722	432	4,973	308,522	14		
SARASOTA CO	FL	2,899,191	131	4,356	336,610	15		
RICHLAND CO	SC	5,198,921	139	4,454	99,756	3		
ANOKA CO	MN	2,535,586	148	2,110	525,015	31		
ST PAUL	MN	2,532,983	89	7,000	306,060	11		
ARAPAHOE DIST	CO	4,508,477	176	5,636	272,384	11		
RAMSEY CO	MN	5,971,477	388	3,088	685,371	45		
WASHINGTON CO	MN	2,136,488	128	1,632	744,790	45		
DAKOTA CO	MN	4,702,978	191	2,104	284,188	12		
Averages		4,325,666	166	4,439	387,024	15		
Rank out of 12		5	3	11	9	7		
^A - Computer Uses represent the total number of uses (sessions) of library internet computers during the last year. If the computer is used for other purposes, then all usage is reported.								

APPENDIX I – SPLIT POSITIONS BETWEEN BRANCHES

Split Positions between Libraries						
Position	Position Hours	Primary Location	Primary Hours	Split Location	Split Hours	
Librarian	1.00	Admin	0.80	Wescott	0.20	
Librarian	1.00	Admin	0.80	Wescott	0.20	
Librarian	1.00	Admin	0.80	Wescott	0.20	
Librarian	1.00	Admin	0.80	Wescott	0.20	
Librarian	1.00	Burnhaven	0.60	Pleasant Hill	0.40	
Librarian	1.00	Farmington	0.95	Wescott	0.05	2nd/4th Wed afternoons
Librarian	1.00	Wentworth	0.60	Wescott	0.40	
Sr Info Asst	0.50	Heritage	0.30	Galaxie	0.20	
		Hours Lost		Hours Gained		
		Admin	0.80	Wescott	1.25	
		Burnhaven	0.40	Pleasant Hill	0.40	
		Wentworth	0.40	Galaxie*	0.20	
		Heritage	0.20			
		Farmington	0.05			
Current Shifts where Substitutes are Permanently Utilized						
Substitute Location	Sub Shifts					
Burnhaven	Circulation - Sundays					
Burnhaven	Librarian - Wed evenings, Saturdays (portion of day), and Sundays					
Farmington	Librarian - 3rd Saturday and 2nd/4th Wed afternoons*					
Galaxie	Circulation - Sundays					
Galaxie	Circulation - Sundays, although subs are often not available for this shift					
Galaxie	Librarian - Sundays					
Heritage	Librarian - Sundays					
Pleasant Hill	Librarian - Sundays					
Wescott	Librarian - Saturdays (lunch coverage)					
Wescott	Librarian - Sundays					
* - Wednesday sub covers for split position						