

## **ADMINISTRATION COMMITTEE MEETING**

**Wednesday, June 14, 2023; 8:00 a.m.**

Fargo Park District Board Room  
701 Main Avenue, Fargo

### **Board Committee Members:**

***Vicki Dawson & Aaron Hill***

### **AGENDA**

1. Marketing Review March 1, 2023-May 31, 2023; Carolyn Boutain, presenter.
2. Procurement Policy; Luke Evenson, presenter.
3. HR Taskforce Update; Stacy Kruger, presenter.
4. Administration Division 2023 Goals; Susan Faus, presenter.
5. Other

***Next Fargo Park Board Meeting: July 11, 2023; 5:30 p.m.***

***Next Administration Committee Meeting: October 18, 2023; 8:00 a.m.***



## MEMORANDUM

DATE: June 5, 2023

TO: Fargo Park Board Administration Committee

FROM: Carolyn Boutain, Community Relations Director

RE: Agenda Item No. 1 - Marketing Review March 1, 2023-May 31, 2023

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At the Administration Committee meeting, the Fargo Park District marketing team will update you on marketing and communications efforts, outcomes and services provided to all departments since our last meeting.

Attached is a document detailing the Marketing and Communications highlights from March 1 to May 31 of this year and our plans through September 2023.

Please let me know if you have any questions prior to the meeting.

Thank you.

## Marketing Review | March - May 2023

### Marketing & Communication for the Fargo Park District

The Fargo Park District marketing department provides marketing and communication services and support to the Fargo Park District and all other sub-companies associated with it, including:

- Broadway Square
- Fargo Park District Foundation
- Courts Plus Community Fitness
- Valley Senior Services
- Fargo Golf

### Year-Round Services Provided by the Marketing Department

- Website management and support
- Social media management, support, and creation
- News media management including serving as primary media contact, news release creation, media training and support
- Semi-annual brochure management, support, and creation
- Eblast/e-newsletter management, support, and creation
- Advertising and promotion campaign creation and implementation
- Brand management
- Photography and video services including digital asset library management

### Marketing Accomplishments from March – May 2023

#### Website

- 64k users visited FargoParks.com during this time. 61k were new visitors and 71% of them were from a mobile device. The top 5 pages after the home page were:
  - FP Calendar (7.6k page views)
  - Lindenwood Campground (7.3k page views)
  - Youth Programs (7k page views)
  - Volleyball (5.4k page views)
  - Parks and Facilities (5.37page views)
- 3.4k users visited ValleySeniorServices.com during this time. 3,193 were new visitors and 51% of them were from a mobile device. The top 5 pages after the home page were:
  - Cass County Meals on Wheels (1,582 page views)
  - Cass County Senior Centers (736 page views)
  - Cass County Senior Ride Service (733 page views)
  - Cass County Community Dining (506 page views)
  - Volunteering (458 page views)
- CourtsPlus.org had 15k visitors with 14k new users visiting their website and 76% were from a mobile device. The top 5 pages after the home page were:
  - Group Ex (7k page views)
  - Programs Tennis (3k page views)
  - Memberships (2.8k page views)
  - Birthdays (2k page views)
  - Playground (2k page views)

- 39k users visited FargoGolf.net during this time. 38k were new visitors and 75% of them were from a mobile device. The top 6 pages after the home page were:
  - Book a tee time (32k page views)
  - Osgood (12.5k page views)
  - Rose Creek (12k page views)
  - Prairiewood (9.4k page views)
  - Edgewood (6.6page views)
  - El Zagal (5.9k page views)
- Created Urban Pollinator Plots Project page with information regarding the project, FAQs, all articles related to Conservation.
- Maintained the Project Update page on the website to provide timeline updates; 185 page views with an average of 2:40 minutes reading the information.
- Initial meetings, quote, and survey for VSS website redesign.

## **Social Media**

- The Fargo Park District Facebook page has 18,556 followers (731 new), which is continuously growing and has the most followers out of all our organization Facebook pages. Broadway Square has 7,812 (280 news) followers.
- Incorporated 14 reels to promote Fargo Park District organizations, events, programs, amenities, and offerings for social media campaigns. Top reel reached more than 9,018 users.
- Instagram continues to be the fast-growing social media platform for both the Fargo Park District and Broadway Square; Fargo Park District has over 3,904 followers and Broadway Square has reached 2,925 followers.
- Started a Fargo Golf Facebook page. In less than three months gained 1.9k followers.
- 6 social media engagement contests on Fargo Park District, Broadway Square, Courts Plus and Fargo Golf social media pages.

## **External Communications and Public Engagement**

- 22 videos were uploaded to the Fargo Parks YouTube page.
  - 3 Park Board Meetings, 12 Fargo Sports Complex Updates, 1 All Staff Meeting, 3 Muni Misfits, Island Park Pool Demolition, Water Safety, 2 Is it Golf Season Yet, Discover Junior Golf
- Serve as Media Contacts for the organization with the goal of maintaining an average of 3-4 stories/media mentions each week.
- 31 news releases sent highlighting announcements and updates of the Fargo Park District and affiliated brands.
  - 20 generated news mentions or stories for a pickup rate of 65%
- 3 e-newsletters sent to an average of 16,427 active subscribers with an average of 47.7% open rate, promoting Fargo Park District & Broadway Square events, programs, and upcoming deadlines.
- Created Yunker Farm Master Plan survey results and one pager with updates on plans created by Norris Design.
- Developed marketing material for Foundation to use for presentations and large asks.
- Created multiple PowerPoint presentations for staff to use for service clubs and other public engagement requests.

## **Events & Programs**

- Implemented a new format for the Fargo Park District Foundation Golf Classic by charging golfers and sold out the event.

## **Rebranding**

- Board approved moving forward with updated rebrand of logo with a three-year plan for implementation. Changes have been made to the website, digital stationary, social media channels, etc.
- Ongoing meetings with departments to continue the planning for implementing the new logo and colors

## **Internal Communications and Employee Engagement**

- Weekly newsletter to staff is sent to 141 employees with an average open rate of 55%.
- Weekly newsletter to board is sent to 17 board members and directors with an average open rate of 65%.
- Led 2 Director level media trainings to prepare members of the Director Team for media engagements and 2 general media trainings
  - Training includes role play of common media interview experiences.

## **Other**

- Maintaining the digital asset library of 35,000+ photos and graphics for the organization. Implementation of Canto, a digital asset library software.

## **Marketing Plans for June 1-September 31, 2023:**

### **2023 goals:**

- Complete the Fall/Winter 2023 Program Guide and distribute by the end of July
- Implement 2023 Fargo Golf campaigns for pass sales.
- Photography services and updates planned for Fargo Park District facilities, events, programs, amenities, and offerings including all 5 golf courses.
  - Update Courts Plus photography.
  - Update VSS photography.
  - Update Park Photography
  - Increase Video assets
- Send monthly Fargo Parks Sports Complex construction updates via an e-newsletter to donors, potential donors, staff, and those interested (over 200 people).
- Increase community involvement and engagement with Park Board meetings.
- Implement and execute campaign for TextMyGov for park maintenance and continued communication with the public.
- Develop PowerPoint presentation template for Directors and Foundation to present to organizations.
- Develop plan to look at how we can best use our website analytics and create marketing plan around top pages.
- Re-evaluate and update Crisis Communication Plan.
- Create VSS Volunteer Orientation video for Meals on Wheels

**Ongoing and long-term goals:**

- Serve as intra-departmental consultant on all branding, marketing and communications needs across the District.
- Assist and coach internal staff on public speaking and media engagements.
- Continue to cross-promote all sub-brands (Courts Plus, Valley Senior Services, Broadway Square, Fargo Golf) news and happenings on the Fargo Park District Facebook page.
- Grow and increase the following on all social media pages.
- Increase monthly e-blast open rate and continue list maintenance.
- Create and implement marketing and promotions plans for 40+ events and programs.
- Create evaluation process and wrap up document for outcomes for each event and program season.
- Continue Media Contact role to update the public on the latest Fargo Park District events and news.
- Continue Valley Senior Services Meals on Wheels Volunteer campaign.
- Continue to develop Foundation materials for capital campaigns.



## MEMORANDUM

DATE: June 9, 2023

TO: Fargo Park Board Administration Committee

FROM: Luke Evenson, Controller

RE: Agenda Item No. 2 - Procurement Policy Update

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The current Procurement Policy that the Park District has specific steps, rules and guidelines for Park District employees to use when making purchases for goods or services. The original policy was adopted in 2020, and it is attached. The changes are outlined with the red markings, and detailed below.

The changes being made:

- All purchases will need supervisor approval (Step 1)
- Director approval is required for any purchases that exceed \$2,500 (Step 1)
- Delete the wording of "Department" (Step 2)
- Adding that the Department making the purchase must retain copies of quotes (Step 3)
- All purchases from \$10,000 and up must be reviewed and approved by Director and Finance Director (Step 3)
- Updated wording for State Cooperative Purchasing Agreement section
- Updated wording for Internal Controls/Approval Process

If you have any questions, please feel free to reach out.

Thank you.

PARK DISTRICT OF THE CITY OF FARGO  
**PROCUREMENT POLICY**  
POLICY NO. 390

Date Approved by Park Board: 10/13/20

Date Reviewed by Staff: 6/1/23

The procurement policy has been developed for the purpose of obtaining the best possible price of goods and services for the Park District while ensuring compliance with state law. The procurement policy provides contractors and vendors an equitable method of providing the goods and services on a competitive basis. It is recommended to obtain quotes if the goods or services are common items and it would be in the Park District's best interest to obtain competitive quotes.

1. Purchases up to \$5,000 for routine and reoccurring items may be made by employees that have been designated with purchasing authority for a department. Staff must ensure the purchase is made at the best value possible. ~~Department Director approval is required for any purchases that exceed \$750; Supervisor approval is required for any purchase. Director approval is required for any purchases that exceed \$2,500~~
2. For purchases of \$5,001 to \$10,000 it is required to obtain quotes. Quotes must be documented with date, name of vendor, vendor's contact person and price. The purchasing department will retain copies of the quotes for three years. ~~Department~~ Director approval is required.
3. A purchase of \$10,001 to \$50,000 requires written specifications and a minimum of three informal price quotes must be obtained. Quotes must document the date, name of vendor, vendor's contact person and price. The purchasing department making the purchase will retain copies of the quotes for three years. All purchases from \$10,001 ~~to \$50,000~~ and up must be reviewed and approved by ~~the Department Supervisor,~~ Director, and Finance Director.
- ~~3.4~~ All formal requests for written quotes and specifications must be reviewed and approved by the Department Director prior to distributing requests to vendors.
- ~~4.5~~ In the event only one price quote is available, a sole source purchase may be used. Sole source shall be allowed only in the following situations:
  - Material, product, or item is regarded as one-of-a-kind and is the only known source;
  - The item or product is a manufacturer direct sale with no distributors;
  - The item or product is a patented or proprietary item; or
  - The purchase is necessary for repairing or replacing parts or components of existing assets or equipment.
  - One for which users have had extensive training and experience and the use of any other similar piece of equipment would require considerable reorientation and training.
- ~~5.6~~ Consideration should be given to consolidating or breaking out procurements to obtain a more economical purchase, however, no procurement may be artificially divided or structured to avoid the effect of a certain procurement method established in this policy.

**STATE COOPERATIVE PURCHASING AGREEMENT**

~~Supervisors/Directors~~ Staff, Supervisors, and/or Directors may purchase commodities or services through the State's cooperative purchasing agreement under section 54-44.4-13 (5). All purchases made through State Cooperative Purchasing Agreement less than \$50,000 must be approved in the same direction as laid out in steps 1, 2, and/or 3 above ~~by the Department Director~~. Purchases exceeding \$50,000 must be approved by the Board of Park Commissioners through the annual budget process or by Board action. The State's cooperative purchasing agreement is awarded through full and open competition.

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#### **CONTRACTS EXCEEDING \$50,000**

1. A purchase with an estimated cost in excess of \$50,000 must be made in accordance with Section 40-49-14 of the North Dakota Century Code.
2. Bids must be reviewed by staff and the Executive Director. A recommendation is then presented to the Board of Park Commissioners for their review and action.
3. The Board of Park Commissioners awards the contract to the lowest responsible bidder. The Board of Park Commissioners may reject any or all bids (NDCC 40-49-14).
4. An emergency situation is an exception to these bid requirements (NDCC 40-49-14 (1)). An emergency situation, as used in this section of the law, means a sudden or unexpected occurrence that requires immediate action to protect public health, safety, or property.
5. If the Board of Park Commissioners declares an emergency situation, the Board of Park Commissioners may contract for the construction of a public improvement without seeking bids.

#### **PUBLIC IMPROVEMENT PROJECTS OVER \$200,000**

1. When the construction of a public improvement is estimated to cost in excess of two hundred thousand dollars, the Board of Park Commissioners shall advertise for bids by publishing for three consecutive weeks. (NDCC 48-01.2-04)
2. The publication of advertisement for bids and the contents of the advertisements must be in accordance with the North Dakota Century Code at sections 48-01.2-04 and 48-01.2-05.
3. Multiple prime bids for the general, electrical, and mechanical portions of a project are required when any individual general, electrical, or mechanical contract or any combination of individual contracts is in excess of two hundred thousand dollars. If a general, mechanical, or electrical contract is estimated to be less than twenty-five percent of the threshold established under section 48-01.2-02.1, the contract may be included in one of the other prime contracts. The Board of Park Commissioners may allow submission of a single prime bid for the complete project or bids for other specialized portions of the project. The Board of Park Commissioners may not accept the single prime bid unless that bid is lower than the combined total of the lowest responsible multiple bids for the project. (NDCC 48-01.2-06)
4. Bids must be reviewed by professional consultants, staff and the Executive Director. A recommendation is then presented to the Board of Park Commissioners for their review and action.
5. At the time and place specified in the notice, a governing body shall open publicly and read aloud each responsible bid received and award the contract to the lowest responsible bidder. The Board of Park Commissioners may reject any and all bids and re-advertise for bids if no bid is satisfactory. (NDCC 48-01.2-07)
6. If the Board of Park Commissioners declares an emergency situation, the Board of Park Commissioners may contract for the construction of a public improvement without seeking bids. (NDCC 48-01.2-04)
7. For public improvement projects with estimates costs that do not exceed \$200,000, if there is reason to believe that engineering or architectural services are necessary to protect the health, safety, or welfare of the public, the Board of Park Commissioners shall consider consulting with an engineer or architect.

### **Financial Budget Expenditure Accounts and Coding Standards**

All transactions shall be coded to the correct budget lines as established during the budget process. Departmental budget accountability levels are measured at the department total so it is permissible to overrun individual line items as long as budget appropriations are not exceeded in total. No expenditure shall be made with respect to a particular fund unless supported by total appropriations in the fund in the annual budget.

### **Capital Asset Purchases**

Capital assets purchases are for capital items with a value of at least \$5,000 per unit. All capital asset purchases have special reporting requirements which include adding related asset description data to our accounting software. An Asset Inventory Sheet is completed for each asset which includes an asset number. A corresponding asset tag is assigned to the piece of equipment and attached to the Asset Inventory Sheet. The information from this sheet is keyed into our accounting program for tracking, insurance, and depreciation purposes. The Asset Inventory Sheet is sent to the relevant Park District staff and the tag is applied to the equipment. The Asset Inventory Sheet is then returned to the Business Office for record keeping.

### **Internal Controls/Approval Process**

The ~~purchase order and~~ purchase card payment systems have been established with a reasonable level of internal controls. ~~Staff, Supervisor,~~ and/or Director approvals are required and essential in this approval process. Staff, Supervisors, and Directors certify that budgetary resources have been appropriated where required, that goods and supplies have been delivered when ordered, and that all purchases follow the procurement policy.



## MEMORANDUM

DATE: June 9, 2023

TO: Fargo Park Board Administration Committee

FROM: Stacy Kruger, HR Director

RE: Agenda Item No. 3 – HR Taskforce Update

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The purpose of the HR Task Force is to review and evaluate existing HR policies, employee benefits and make recommendations for potential changes. Key areas identified as priorities are comprehensive benefits plan, inclement weather policy, flexible work arrangement policy, funeral leave and employee retention and engagement practices.

The taskforce members will meet bi-monthly until the work has been completed.

The HR Task Force is made up of employees from the various departments in the Park District. Each Department Director selected an individual in their department to take part on the task force. The intent was to select a diverse group of employees who would stand for different perspectives. Staff will supply regular updates to the Fargo Park District Board.

Representatives include:

Stacy Kruger, HR  
Elli Agather, HR  
Shelby Larsen, HR  
Julie Franzwa, HR  
Jeremiah Frisinger, Park Operations  
Randi Litchy, Recreation  
Patty Dahley, Valley Senior Services  
Angelique Kube, Courts Plus  
Luke Evenson, Finance  
Amy Longtin, IT  
Casandra Doll, Community Relations  
Susan Faus, Administration

Please let me know if you have any questions, prior to the meeting.

Thank you.

**Dave Leker, Executive Director**  
**PARK COMMISSIONERS – Vicki Dawson \* Joe Deutsch \* Aaron Hill \* Dawn Morgan \* Jerry Rostad**  
**CLERK – Dave Leker**



## MEMORANDUM

DATE: June 8, 2023

TO: Fargo Park Board Administration Committee

FROM: Susan Faus, Deputy Director of Administration

RE: Agenda Item No. 4 - 2023 Annual Work Goals Q1 Update – Administration Division

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Included in the packet is the Administration Division's annual 2023 work goals updated through Q1 (January – March). The work goals listed are priorities named by each Department and not a comprehensive list of all the work conducted in the year but gives Commissioners a sense of the essential work completed this year.

Directors will be available to answer any questions.

Please let me know if you have any questions prior to the meeting.

Thank you.

## 2023 Administration Division Work Goals

IT GOALS			
GOAL:	NOTES/UPDATES:	PARTNERS	TIMELINE Q1-Q4
1. Secure Bid and order networking equipment Fargo Sports Complex.	<b>Equipment ordered and completed</b>	IT department	Q1
2. Finish phone upgrade and cut off analog lines	<b>Depot completed.</b> Working on Courts Plus	S & L Computers	Q3
3. Look at asset tracking software with business office	<b>Met and discussed a solution with admin, completed</b>	Business office	Q2
4. Backup and Disaster Recovery implementation	Working with a vendor on a backup solution that best fits our needs.	Network Center	Q3
5. Cyber Security Training	<b>Completed first quarter training and tests, completed</b>	Knowbe4	Q1
6. Revamp SharePoint or find a better solution	Look at companies that can assist with the revamp of our current SharePoint	Community relations	Q3
7. Update VSS, Courts Plus Edgewood and Prairie Wood with new computers	<b>Started to replace computers at VSS and Courts Plus</b>	IT department	Q2

## 2023 Administration Division Work Goals

HR GOALS			
GOAL:	NOTES/UPDATES:	PARTNERS	TIMELINE Q1-Q4
1. Develop Hiring Process	<b>We have this pretty much finished, just need to put down on paper and relay to supervisors</b>		Q1
2. Bring Back Seasonal Hiring Kick off meetings	<b>This was done in February, with great response from Supervisors, not sure if we will need for Fall hiring, but will evaluate closer to then.</b>		Q1
3. Create New Hire Orientation Training	<b>We will be holding our first end of June Held quarterly, go over policies, safety procedures, payroll processes, org charts, marketing, finance, IT, etc. For newly hired FT employees</b>		Q2
4. Develop Supervisor Training	<b>We have continued our supervisor training with Holly Huso, The Haymaker Sales &amp; Leadership.</b>		Q2
5. Update New Hire Checklists	To assist Supervisors with newly hired FT employees. Completed.	All Departments	Q1
6. Overhaul the Performance Reviews	Based on 5 pt scale and specific job functions	All Departments	Q3
7. Bring Back Retirement Seminar	For those over 55 years old, bring in BCBS, retirement, etc.		Q3
8. Conduct Full Time & Part Time/Seasonal Market Study	<b>This has been completed, bringing final ranges forward to see who is out of range and what is needed to get employees into range</b>		Q2
9. Look into employee recognition/appreciation/engagement options	Will be part of social committee and HR taskforce will look into	All Departments	Q3
10.			

## 2023 Administration Division Work Goals

COMMUNITY RELATIONS GOALS			
GOAL:	NOTES/UPDATES:	PARTNERS	TIMELINE Q1-Q4
1. Develop consistent wrap up and evaluation of marketing plan with documentation	Marketing team started to develop standard of expectations roles and structure	All departments	Q2-3
2. Develop an internal communications plan for staff based on issues identified by BerryDunn	<b>Completed items including weekly overview, and board meeting blog. Complete now.</b>	Executive Team and Directors	Q2
3. Develop standards for the Parks Foundation and VSS Foundation to compliment the non-profit's success using similar tools and multiple platforms	Quarter 4 evaluate the current tools and platforms used for Giving Hearts Day, templates for meeting materials.	Foundation & VSS staff	Q4
4. Create a plan to update the bi-annual brochure	Survey currently open in June. Promoted on social accounts and promoted at events. Plan to survey staff after public survey.	Focus Groups, Recreation front desk and registration staff, all departments	Q2 -Q4
5. Develop a strategy for engagement with the public in projects being planned and implemented.	<b>Completed Standardized PowerPoints for presentations, and Yunker Farm Master Plan. Brochure survey has started, Met with Operations to develop a campaign for Text My Gov and iWorks.</b>	All departments, Executive Team and Directors	Q1-Q4
6. Create plan with standards to improve ADA compliance in signs and overall communication	Scheduling a meeting with Parks/Operations do discuss signage and include costs in 2024 budget	Parks/Operations and Recreation	Q2-3
7. Develop steps for the review of the brands and discuss rebranding, if desired	<b>Brand refresh approved at the May 16 Board Meeting. Completed some updates to website, social media, and documents. Building the list of priority updates and 2024 budget requests. Begin updating the Branding Guidelines due to brand refresh.</b>	Board and Executive team InHouse Ad Agency	Q2-4
8. Review the Fargo Park District Brands through education. Determine education standards and tools to provide information	Work with HR to provide education to new staff on their platforms starting the end of June. Quarterly media training implemented. Meeting with HR Staff monthly.	HR Department	Q1-2
9. Develop comprehensive golf department.	<b>Plan for transfer of youth golf program into the golf department. Started the Discover Golf Tour for youth. Discussing adding the position of Golf Director for 2024.</b>	Board, Executive Team and Departments	Q1-3
10. Develop standards for Sales and Sponsorship to provide clarity between Sales and Foundation	Developing a draft of the written standards.	Foundation, Sales	Q2

## 2023 Administration Division Work Goals

FINANCE GOALS			
GOAL:	NOTES/UPDATES:	PARTNERS	TIMELINE Q1-Q4
1. Technology Integration in Finance and Business Office	Process review, policy update, find efficiency from manual processes.	Amy Longtin. Finance Department. Department Directors	Q1 Initiation Q2/3 Full Integration
2. Advance Zero-Base Budgeting Philosophy	<p>The finance team wants to develop/train/implement a budgeting philosophy that responsibly aligns district needs with resource allocation and managing expenses in the fiscal year for which they are budgeted.</p> <p><b>Luke and Broc have been conducting one-on-one meetings with department heads to discuss budget philosophy and answer any questions regarding budget approach.</b></p> <p><b>We presented to the board an overall, multi-year budgeting approach to budgeting to strategically close the gap between revenue and expenses.</b></p> <p><b>We have worked closely with the golf pros to analyze golf pricing with a goal of maximizing revenue potential moving forward.</b></p>	Commissioners. Executive Leadership Directors	Q2/3
3. Project Financing	<p>We will continue to monitor and manage cash flow for the current capital projects. Work to develop a long-range financial plan and long-range facilities plan.</p> <p><b>The finance team has been working with our financial advisor, PFM, to review newly passed legislation allowing for Park Districts to participate in the low interest loan program through the Bank of ND for infrastructure loans.</b></p> <p><b>We have also participated in a presentation by Eide Bailly on Energy Efficiency Grants potentially available for the complex.</b></p> <p><b>We are preparing resolutions for the sale of General Obligation Bonds for Phase II of the project. This will be brought to the board at the June Facilities Meeting, for a July sale.</b></p>	Executive Team. Directors	Q3/4



## 2023 Administration Division Work Goals

4. Cost Recovery Targets	<p>Golf</p> <p><b>We have worked closely with the golf pros to analyze golf pricing with a goal of maximizing revenue potential moving forward.</b></p>	Finance, golf pros, community relations	Q1-Q2
5. Look at asset tracking software with business office	<p><b>The Finance team has worked with Amy and William regarding a change to IT asset tracking. IT is ordering asset tags and demoing software solutions with full transition of IT asset tracking July 1, 2023.</b></p>	IT	Q2