



# 2015 – 2017 STRATEGIC PLAN



### **KENT DISTRICT LIBRARY**

KDL Service Center  
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Kent District Library is a public library system operating 18 branch libraries. KDL serves nearly 400,000 residents of 27 governmental units, comprising most of Kent County, Michigan. KDL is an IRS-designated 501(c)(3) nonprofit supported by millage dollars and private donations.





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# **2015 – 2017**

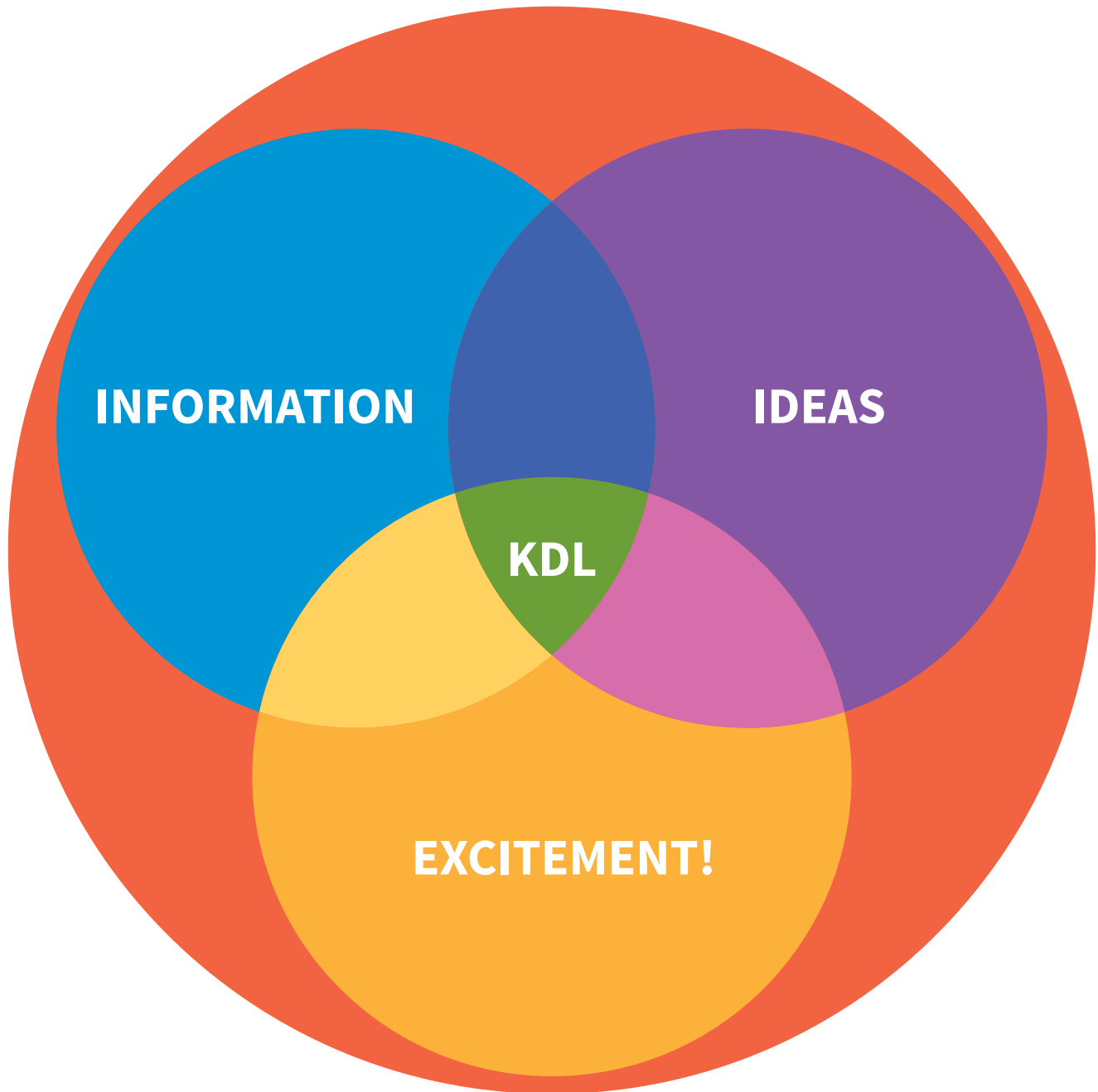
# **STRATEGIC PLAN**



The process to develop KDL's new strategic plan began with nine staff members and two board members meeting over a 15-month time period. The strategic service priorities were developed by taking into account information gleaned from the demographic data study and in-depth public opinion and patron surveys commissioned in 2013. The plan was presented to staff during a variety of meetings, with managers and workgroups developing specific activities related to the strategic priorities. Each department developed goals toward living the values identified by the planning process. Public response was overwhelmingly positive during three public forums held in May 2014.

KDL's Strategic Plan emphasizes connecting people to the services they need and value. The plan is simple, flexible, memorable and embraced by KDL staff. Success is measured in part by determining whether customers achieve their desired outcome through using the library. Ultimately, KDL demonstrates the positive impact of library service in our communities.

# KDL'S MISSION: PURPOSE



# KDL VALUES: WHAT WE BELIEVE

**KDL's organizational competencies are how we live these values.**  
**See pages 14–18 for more information.**

## **Collaboration**

KDL staff members, departments, branches and partner organizations work together on common goals, communicating regularly.

## **Convenience**

We leverage technology and processes to enhance our internal and external customers' experience.

## **Flexibility**

We continuously evaluate operations and services to ensure they enable strategic priorities, making improvements when identified.

## **Friendliness**

Customers and staff members from a variety of backgrounds feel welcome and comfortable at KDL.

## **Innovation**

We encourage the exploration and development of new ideas, embracing and celebrating innovations that improve service.

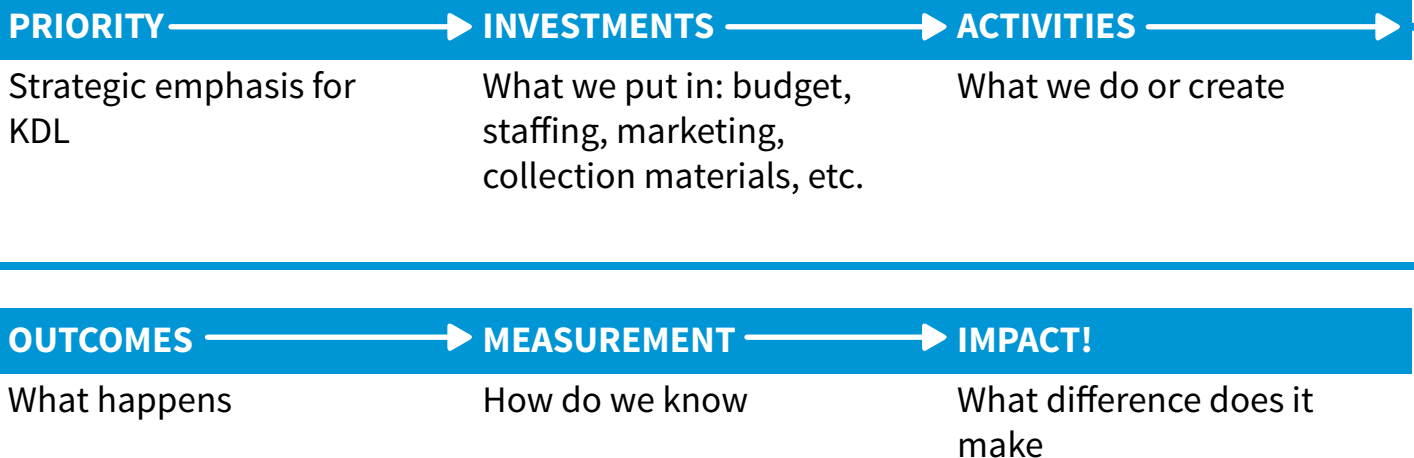
## **Learning**

Our diverse workforce is composed of intellectually curious staff members, eager to learn new ways to improve customer service. We support change efforts through training.

## **Trustworthiness**

Our internal processes and finances are efficient and transparent. We measure and report on KDL's return on investment for customers and communities.

## STRATEGIC PLAN OUTLINE AND DEFINITIONS





# 4 STRATEGIC PLAN PRIORITIES & DESIRED IMPACTS

## KDL ENGAGES THE COMMUNITY

### PRIORITY

We want residents to experience inclusive and friendly environments and become KDL customers.

Everyone benefits when the library, our customers and partner organizations positively impact the community.

As a vibrant and growing population in our communities, senior citizens warrant focused attention to ensure their level of community engagement.

### IMPACT

KDL is friendly and inclusive, providing materials and programs for all members of our communities.

80% of KDL residents are active cardholders.

Partner organizations view KDL as an essential component to their success.

## KDL CREATES YOUNG READERS

### PRIORITY

We want reading and learning how to read to be fun for young children.

We contribute to the understanding of the importance of early literacy.

### IMPACT

Public library programming has a positive impact on early literacy skill development.

Schools in KDL's service area that participate in kindergarten readiness assessments experience an increased percentage of children who enter kindergarten ready to read.

Schools in KDL's service area experience an increased percentage of third-graders who score proficient or higher in reading (MEAP).

KDL participates in statewide early literacy funding discussions.

KDL establishes national role as an early literacy leader.

## KDL SUPPORTS LEARNING

### PRIORITY

At its foundation, the library provides resources that both satisfy and stimulate curiosity, and enhances the collection by offering interesting and useful programs.

21<sup>st</sup>-century literacy requires people to be savvy information consumers and creators.

### IMPACT

Schools who partner with KDL attribute increased student proficiencies to the library's services.

Customers achieve their desired outcome through using the library.

## KDL CULTIVATES CREATIVITY

### PRIORITY

The library connects people with what inspires them and helps them develop their own creativity.

### IMPACT

Customers acknowledge the library's role in enhancing their lives.

KDL contributes to West Michigan's art and cultural economy.



# CAMPAIGN PROMISES

**On August 5, 2014, KDL voters overwhelmingly supported a ballot proposal to raise library funding from 0.88 mills to 1.28 mills for ten years. The additional funding was requested to sustain existing services and meet requests for additional services made by both KDL customers and the library's municipal partners. The following is a checklist of campaign promises, to be checked off as KDL fulfills them.**

- ☐ Offer more convenient hours at more locations.
- ☐ Meet expected increased demand for Library for the Blind and Physically Handicapped.
- ☐ Expand early literacy programs for young children and their families.
- ☐ Reduce customer wait time for popular items, especially to meet increasing demand for eBooks and other digital formats.
- ☐ Expand youth and teen collections, both in print and digital formats, to help students find what they need for school and what they want for fun.
- ☐ Upgrade KDL's wireless service to increase speed and improve customer service.
- ☐ Offer improved technology-related programming, such as computer classes offered in Spanish, and more technology assistance offered as outreach service in the community.
- ☐ Employ library staff with designated time to devote to mutually-beneficial community partnerships, especially where such partnerships benefit young children and students.



# STRATEGIC PLAN

## 2015 INVESTMENTS TO MEASUREMENTS

### KDL ENGAGES THE COMMUNITY

#### PARTNERSHIPS

##### INVESTMENTS

Staff time to research and create a model for successful partnerships.

Staff time to develop relationships with potential partner organizations and to sustain existing partnerships.

Staff offer services to partner and sponsor organizations, such as Lunch & Learn, Speak to a Geek sessions and library card drives.

Priority is given to partnership organizations that represent populations currently under-served by KDL.

##### ACTIVITIES

By September 2015, KDL Administration will complete a survey of municipalities and begin working with those who are interested to place Little Free Libraries, Wi-Fi hotspots or other outreach services in their locations.

By December 2015, KDL will create a model for partnerships that mutually contributes to organization goals and strategic initiatives. The model is specific and defined with a communication plan and consideration for multiple departments' collaboration.

By December 2015, KDL will present annual reports and partnership updates at all area Chamber of Commerce meetings, service clubs (where possible) and other partnership organizations' administrative meetings (such as Senior Centers).

#### VOLUNTEERS

##### INVESTMENTS

Staff time to develop a plan for recruiting, orienting, training and recognizing volunteers, including Friends' groups.

Budget for recruiting, orienting, training and recognizing volunteers.

##### ACTIVITIES

By June 2015, update all volunteer forms, add them to [www.kdl.org](http://www.kdl.org) and set up an online volunteer clearinghouse with a process to manage volunteer assignments centrally.

By December 2015, survey current volunteers to evaluate their experiences and gain suggestions for improvements that will offer volunteers, especially senior citizens, interesting work that helps them connect with the library in meaningful ways.

Develop a plan for recruiting, orienting, training and recognizing volunteers, including Friends' groups.

Develop volunteer "job descriptions" to include activities such as early literacy outreach, technology training, Little Free Library stewardships and Spanish-language services.

### **OUTCOMES**

KDL and individual branches actively engage in meaningful partnerships with measurable goals and objectives.

Extend our reach—converting partner organizations, their staff members and constituents into active library users.

### **MEASUREMENT**

KDL quantifies outreach services to our partners' employees and constituents, for example:

- # of Little Free Libraries placed
- # of library presentations and/or programs offered to partner organizations
- # of Wi-Fi hotspots generated and their usage
- # of library card sign-ups during partnership events

### **OUTCOMES**

By having an updated and promoted volunteer program, KDL hopes to engage newly retired residents in new ways.

Groups and individuals experience meaningful volunteer opportunities both in specific branches and system-wide.

Build relationships and create strong community advocates for KDL.

Increase the library's opportunity to provide services to those who cannot visit a branch.

### **MEASUREMENT**

Record and increase volunteer engagement opportunities.

Increase number of volunteers.

Recruit Spanish-speaking volunteers for specific programs for under-served populations.

# STRATEGIC PLAN

## 2015 INVESTMENTS TO MEASUREMENTS

### KDL CREATES YOUNG READERS

#### EARLY LITERACY SERVICES

##### INVESTMENTS

Staffing, workgroup efforts, fundraising efforts, programs and marketing to provide services including, but not limited to, the following:

- KDLville & KDLville Outdoors
- Storytimes
- 1,000 books before kindergarten initiative
- Early literacy library card campaign
- Programs

##### ACTIVITIES

KDL will continue to offer environments and activities that make reading and learning how to read fun.

By January 2015, develop library of early literacy video tutorials.

By December 2015, offer “1,000 books before kindergarten initiative” to customers in 6 branches.

By 2015, develop intergenerational early literacy programs, such as special grandparents’ storytimes or outreach experiences with senior citizens at area childcare facilities.

#### EARLY LITERACY STUDY

##### INVESTMENTS

KDL will participate in grant-funded 0–3 early literacy effectiveness study

- Grantwriting & administration
- Staff participation
- Customer incentives
- Marketing
- Training

##### ACTIVITIES

By December 2015, KDL will partner with Grand Rapids Public Library, Western Michigan University and the Early Childhood Investment Corporation to measure early literacy skill improvement as a result of participation in public library storytimes.

#### EARLY LITERACY EDUCATION

##### INVESTMENTS

Increased branch staff funding to provide time for additional outreach and early literacy educational efforts.

Volunteer training for early literacy outreach.

##### ACTIVITIES

By December 2015, develop a plan for delivering early literacy outreach and programming in our communities, especially to under-served populations, including training and information for adults about the importance of early literacy.

Develop ways to help parents incorporate early literacy in their daily interactions.



### **OUTCOMES**

Parents prioritize reading to their young children.

Parents & caregivers incorporate early literacy activities into their interactions.

Young children and their families read more.

### **MEASUREMENT**

# of young children participating in the 1,000 books before kindergarten initiative.

# of young children with library cards.

# of young children who check out at least 250 books/year.

# of subscribers/viewers to early literacy informational newsletter and video views.

### **OUTCOMES**

KDL proves the value of public library early literacy programming.

### **MEASUREMENT**

Formal study completed by May 2015.

Develop a library training model for 0–3 early literacy programming.

Other libraries learn to measure the outcomes of their early literacy programming.

### **OUTCOMES**

KDL generates greater community awareness of early literacy and the library's role in helping young children become ready to read.

Extend our reach to groups in the community who aren't aware of how the library supports young children's early literacy skill development.

Parents and caregivers are equipped with the tools they need to provide a literacy-friendly environment for their children.

### **MEASUREMENT**

Increase number of early literacy education, outreach and program events in communities.

Sustain Early Childhood Essentials programs and measure certification units provided to caregivers via KDL.

# of presentations and training sessions KDL staff offer to other libraries and early childhood care providers around the state.

# STRATEGIC PLAN

## 2015 INVESTMENTS TO MEASUREMENTS

### KDL SUPPORTS LEARNING

#### CONSTITUENCY-BASED COLLECTION AND PROGRAM DEVELOPMENT

##### INVESTMENTS

- Staff time
- Collection budget
- Programming budget
- Market research

##### ACTIVITIES

By May 2015, KDL will perform a community survey about collection and program interests for all ages.

By May 2015, programming staff will complete definitions of successful programs with plan for consistent evaluation of KDL programs. All levels of programming will be targeted for audience appeal—preschool, school-age, families, teens, adults and senior citizens.

#### EDUCATIONAL PARTNERSHIPS

##### INVESTMENTS

Staff time to develop relationships with potential educational partner organizations and to sustain existing school partnerships.

Priority is given to schools whose student population is currently under-served by KDL.

##### ACTIVITIES

By May 2015, KDL Youth Specialists will develop a school package detailing services, digital collections and demonstration trainings available to schools.

By June 2015, youth services staff and the Fund Development Department will implement donor-funded partnership in select schools, offering Summer Reading @ KDL presenter previews during school assemblies.

#### COLLECTION EXPENDITURES

##### INVESTMENTS

- Collection budget
- Marketing, including display efforts

##### ACTIVITIES

Increase juvenile nonfiction spending 66% to \$125,000 in 2015.

Incorporate promoting juvenile nonfiction collection into school partnership activities.

#### COMMUNITY READS

##### INVESTMENTS

- Collection budget
- Programming budget
- Fundraising and partnerships
- Marketing

##### ACTIVITIES

By June 2015, develop a plan to offer a system-wide KDL Community Reads initiative for 2016.

In 2016, the Communications Department will implement a significant KDL Community Reads marketing campaign.

### **OUTCOMES**

KDL offers a vibrant collection of resources to both satisfy and stimulate curiosity.

KDL develops a reputation for exceptional programming for all ages (not just children).

### **MEASUREMENT**

Participation in the library increases:

- Circulation
- Program attendance
- # of cardholders

### **OUTCOMES**

KDL actively engages in school partnerships that are designed to improve students' educational experience.

More students use the library.

### **MEASUREMENT**

KDL quantifies outreach services to our educational partners.

K-12 students' participation in the library increases:

- Circulation
- Program attendance
- # of cardholders

Higher Summer Reading @ KDL participation rates by students in partner schools.

### **OUTCOMES**

KDL offers more curriculum support materials.

### **MEASUREMENT**

Increased juvenile nonfiction circulation.

### **OUTCOMES**

Residents will use the book selection as a springboard to engage with each other.

More reading!

Extend our reach to community groups and schools.

### **MEASUREMENT**

Circulation of title in multiple formats.

Participation of Senior Centers and communities.

Participation of book groups.

Participation of schools.

# STRATEGIC PLAN

## 2015 INVESTMENTS TO MEASUREMENTS

### KDL SUPPORTS LEARNING (CONT.)

#### TECHNOLOGY TRAINING

##### INVESTMENTS

- Staff time, workgroup effort
- Technology budget
- Programming budget
- Marketing
- Partnerships
- Volunteers

##### ACTIVITIES

By February 2015, introduce Design Think concepts to the Computer Class workgroup, to support new technology training delivery model/service. Any model of service will need to account for the needs of senior citizens with new devices, as well as assisting more advanced technology users with troubleshooting questions.

By December 2015, develop a model for customers with all levels of information fluency to receive technology instruction and assistance, whether in a branch, on the phone or at a local senior center.

### KDL CULTIVATES CREATIVITY

#### OFFER CREATIVE OPPORTUNITIES

##### INVESTMENTS

- Collection
- Programming budget
- Private donations
- Staff time to develop programs and recruit local presenters to share their expertise
- Materials advisory
- Community input/feedback
- Marketing
- Art Gallery and display areas

##### ACTIVITIES

Contests such as Write Michigan, Kent County Teen Film Festival, Teen Poetry and a Photo Contest.

Interactive hands-on programs like KDL Lab, Studio KDL and art carts.

Diverse collection of materials.

Safe environments for people to explore their creativity.

By June 2015, investigate offering Local Indie materials in digital formats.

#### OFFER INSPIRATION & MOTIVATION

##### INVESTMENTS

Materials Advisory training and delivery, both in-person and remotely.

Marketing.

Collaboration between HR (instructional design), Communications (marketing) and IT (delivery).

##### ACTIVITIES

Incorporate into 2015 Marketing Plan promotion of KDL staff as friendly experts who can connect readers with the next book they will love.

By June 2015, Branch Managers will shop at least one other branch and a retail space focusing on evaluating displays that help connect people with what inspires them.



### OUTCOMES

Constituents recognize KDL as a place to get technology assistance.

Customers improve their tech skills as a result of KDL.

### MEASUREMENT

Marketing campaign to increase awareness of technology programs and assistance.

Increase # of technology outreach events.

### OUTCOMES

KDL motivates people to enjoy art and explore their own creativity

### MEASUREMENT

Participation increases:

- # of stories submitted to Write Michigan Short Story Contest
- # of films entered into Kent County Teen Film Festival
- # of poems entered in Teen Poetry Contest
- # of attendees at KDL art programs
- Requests to show in gallery spaces

### ACTIVITIES (CONT.)

Access to expertise, whether by visiting a branch, KDL website, or by participating in KDL's online learning efforts.

### OUTCOMES

KDL connects people with what inspires them.

KDL customers recognize the library offers services that enhance their lives.

### MEASUREMENT

KDL facilitates content creation.

# of interactions.

Customer-rated value of service.

# KDL ORGANIZATIONAL COMPETENCIES

## ANNUAL GOALS

### COLLABORATION

**KDL staff members, departments, branches and partner organizations work together on common goals, communicating regularly.**

- ☐ Beginning in 2015, every marketing plan will identify KDL staff as a target audience and identify how best to inform them of the service.
- ☐ By June 2015, Patron Services staff will begin creating patron records for all web registration requests. This will speed up the web registration process by allowing branch staff to add a barcode and issue the card immediately.
- ☐ By June 2015, KDL Administration will foster group collaboration and inclusiveness by ensuring that the group's Chair (or Leader) has input from all team members before presenting ideas to the Leadership Team. Tools will be developed to help organize groups' communication to all KDL stakeholders.
- ☐ By June 2015, the IT Department will implement the staff collaboration features of SharePoint.
- ☐ By December 2015, each KDL department will implement a plan to visit with branch managers and staff annually.
- ☐ By December 2015, the Fund Development Department will work with branch staff to develop best practices for philanthropy at KDL, including generating branch-level donations, how to discuss donations with patrons in a positive and inspiring way, and regularly communicating with donors (not just when asking for a gift).
- ☐ By December 2015, one or more focus groups will convene to address recommendations from the Michigan Quality Council Navigator Report, resulting in a measured quality improvement to staff working conditions and/or customer service.
- ☐ By December 2015, KDL Youth Specialists will work with KDL Program and Outreach Specialists to inventory program supplies and facilitate their use by all branches.

### CONVENIENCE

**We leverage technology and processes to enhance our internal and external customers' experience.**

- ☐ In January 2015, the Collection Development department will decrease holds ratios for shorter wait time: Digital materials, audiobooks, and books – 3:1; Music and movies – 6:1.
- ☐ By March 2015, the Patron Services and the Communications Departments will create a “Call us for...” bookmark to distribute in branches, promoting conveniently available phone services to KDL customers.
- ☐ By June 2015, staff will be able to use the email alias [purchasing@kdl.org](mailto:purchasing@kdl.org) to communicate questions or concerns to the Business Office. Messages will be directed to multiple staff members to ensure a timely response.

## CONVENIENCE (CONT.)

- ☐ By June 2015, the IT Department will implement a patron printing solution that eliminates the required payment card and includes some form of printing for wireless devices.
- ☐ By October 2015, KDL Administration will evaluate all KDL meetings to determine which could be successfully accomplished without requiring travel. Software to facilitate remote meetings will be investigated.
- ☐ By October 2015, the Communications Department will complete a comprehensive web redesign, implementing an event management system that incorporates fundraising events, creating donor-friendly online donating options, and offering easy access to KDL financial information.
- ☐ By October 2015, complete migration to new ILS system. Tentative timeline is as follows: By January 2015, KDL will hire an ILS Librarian to work on the migration to a new ILS system. Test database made available to KDL February 2015. IT tests system March 2015. Staff training to begin in May–August 2015. Communication Plan to the public goes into effect June 2015. Migration of records begins in September 2015. IT tests migration material with the help of staff in September 2015. ILS migration is to be completed by October 2015.

## FLEXIBILITY

### **We continuously evaluate operations and services to ensure they enable strategic priorities, making improvements when identified.**

- ☐ By January 2015, customer overdue fines for DVDs will be reduced from \$1 a day to \$0.15.
- ☐ By January 2015, the Communications Department and the Social Media Workgroup will develop marketing and content plans for each of KDL's social media venues.
- ☐ By September 2015, KDL Administration will develop a Stop List, specifically identifying activities KDL will cease to engage in, in order to focus efforts on the strategic priorities identified in this document.
- ☐ By December 2015, the Communications Department will incorporate analytics to measure the effectiveness of advertising and social media marketing and cease unsuccessful efforts.
- ☐ By December 2015, the Fund Development Department will offer donor-friendly procedures, allowing donors the option of directing their gifts to specific projects or branches.
- ☐ By December 2015, KDL will train Collection Services team members to implement LEAN business practices in material handling procedures.
- ☐ By December 2015, KDL will implement recommendations from its engagement in the Baldrige Process through Michigan Quality Council.
- ☐ By December 2015, the Collection Development Department will migrate to Baker & Taylor's TitleSource360 and add CollectionHQ's ESP module for improved collection analysis and more responsive selection.

# KDL ORGANIZATIONAL COMPETENCIES

## ANNUAL GOALS

### FLEXIBILITY (CONT.)

- ☐ By December 2015, the Program and Outreach Department will work with branch staff to study the value of programming forms and deadlines to refine and streamline program planning, promotion, implementation and evaluation.

### FRIENDLINESS

#### **Customers and staff members from all walks of life feel welcomed and comfortable at KDL.**

- ☐ By January 2015, new KDL employees will receive a welcome message with information about Communications and Programming Departments.
- ☐ By March 2015, the Communications Department will work with programming workgroups to capture and respond to programming ideas and market system-wide programs to KDL staff no less than two weeks before the seasonal deadline.
- ☐ By March 2015, the HR Department will negotiate compensation incentives with the UAW for staff who are bilingual, thereby creating formal recognition and placing value on such communication skills.
- ☐ By March 2015, a focus group of stakeholder employees will set out to define the “KDL Way.” Using Appreciative Process techniques, the team will articulate an organizational culture approach that is uniquely KDL.
- ☐ By June 2015, KDL’s IT Department will participate in communications training to foster and reinforce friendly customer interactions.
- ☐ By June 2015, the IT and Patron Services Departments will revise the entire call center phone tree to better serve patrons, making it clear that they have been connected with KDL staff that can help them.
- ☐ By October 2015, develop and implement a significant library card campaign related to Library Card Sign-up Month (September), with emphasis on new targeted audiences (such as senior citizens) and under-served populations (such as English as a Second Language Speakers).
- ☐ By December 2015, KDL will continue to prioritize the importance of positive interpersonal interactions through training and the development of an internal and external survey system to measure the positive feelings that are created by pleasant interactions.
- ☐ By December of 2015, KDL will recruit bilingual candidates during three job fairs and offer online training and testing for staff who wish to adopt second-language skills.
- ☐ By December 2016, KDL’s HR Department will review hiring processes and compensation levels to further strengthen staff commitment and engagement to serving library customers.



## INNOVATION

**We encourage the exploration and development of new ideas, embracing and celebrating innovations that improve service for our customers.**

- ☐ By January 2015, KDL's Wellness Committee will complete a survey and implement results, providing activities and initiatives that support staff mental and physical well-being.
- ☐ By March 2015, the Patron Services Department and Circulation Managers will create a form on the Intranet to streamline the shelf check process for materials that weren't properly checked in and removed from accounts.
- ☐ By December 2015, KDL will create a process to gather innovative ideas from all KDL team members. Recognition may be given for new ideas that have a profound positive impact on KDL's efforts to be relevant to our communities.
- ☐ By December 2015, the Digital Futures Committee will be renamed the Innovation Team, developing a protocol for considering new ideas and facilitating efforts to make them actionable.
- ☐ By December 2015, the Business Office will explore and implement a new tracking process for recording receipts (payments, donations, grants).
- ☐ By December 2015, at least one IT staff member will become skilled in offering web-based development capability to leverage basic web application integration with KDL resources and data.

## LEARNING

**Our diverse workforce is composed of intellectually curious staff members, eager to learn new ways to improve customer service. We will support change efforts through training.**

- ☐ By March 2015, programming staff will hold quarterly training sessions for new Information Services staff.
- ☐ By December 2015, KDL Management will continue to improve public service through the Circulation and Information Best Practices model. Surveys will identify training needs for Information staff (such as offering services and programs for senior citizens, materials advisory and technology literacy) while Circulation Managers will save customer service issues to determine emphasis for training.
- ☐ By December 2015, the Business Office will survey each branch and department for training needs and implement a plan to deliver comprehensive training.
- ☐ By December 2015, additional CollectionHQ training will be completed.
- ☐ By December 2015, the HR and Communications Departments will develop a brand for KDL's "Library2Library" training initiatives for outside libraries and organizations.
- ☐ By December 2016, the HR Department will create an online Learning Library to promote the professional development of future staff.

# KDL ORGANIZATIONAL COMPETENCIES

## ANNUAL GOALS

### LEARNING (CONT.)

- ☐ By December 2015, Patron Services staff members will each attend at least one webinar and report on it at a monthly staff meeting.
- ☐ By December 2015, all Patron Services staff members will attend at least one quarterly Information Services meeting.
- ☐ By December 2015, Branch Managers begin to explore the Harwood Institute Community Conversation methods to get community input on various issues. Activities will include a manager's discussion of the Harwood Institute's *The Work of Hope*, training at a Management Meeting and plans to begin implementing community conversations.

### TRUSTWORTHINESS

**Our internal processes and finances are efficient and transparent. We measure and report on KDL's return on investment for customers and communities.**

- ☐ By June 2015, the IT Department will implement a "read-only" interface of the help desk application which will allow KDL staff to track progress on support desk concerns.
- ☐ By December 2015, all of KDL's public financial information, meeting minutes, and strategic plan progress will be available through KDL's enhanced website in three clicks or less.
- ☐ By December of 2015, KDL management and staff in leadership roles will actively participate in training to promote behavior that encourages clear and transparent leadership.
- ☐ By December 2015, the Fund Development department will develop ways to ensure transparency of how donations directly benefit KDL programs and services.
- ☐ By December 2015, the Patron Services staff will create quarterly statistical reports regarding the amount and type of interactions in order to inform KDL staff and customers of the value of the department.
- ☐ By March 2016, the Collection Development Department will report on the patron requests received and how many were ordered/not ordered in 2015.

# 2015 KDL STRATEGIC PLAN ADDENDUM

## KDL BRANCHES CURRENTLY OFFER THESE SENIOR FRIENDLY PROGRAMS AND SERVICES

- **Book Discussions:** Alto, Byron, Caledonia, Cascade, Comstock Park, Gaines, East Grand Rapids, Grandville, Englehardt (Lowell), Plainfield, Krause (Rockford), Sand Lake, Walker, Wyoming
- **Computer Classes:** Caledonia, Cascade, Gaines, East Grand Rapids, Kentwood, Englehardt (Lowell), Plainfield, Krause (Rockford), Wyoming
- **Speak to a Geek Technology Support:** Byron, Cascade, East Grand Rapids, Kentwood, Plainfield, Wyoming
- **Food Distribution for area Seniors:** Alto
- **Friends Luncheon and Programs:** Cascade, Plainfield, East Grand Rapids, Englehardt (Lowell)
- **KDL Programs:** Comstock Park, Gaines, East Grand Rapids, Kentwood, Plainfield, Spencer, Wyoming
- **Partnership Programs:** Comstock Park (w/Senior Neighbors), Englehardt (Lowell), Walker (w/Clark at Home)
- **Library for the Blind and Physically Handicapped (LBPH):** housed at Wyoming, serves 3 counties
- **Total: 16 branches**

## KDL BRANCHES CURRENTLY OFFER THESE OUTREACH OPPORTUNITIES THAT TARGET SENIOR CITIZENS

- **Taskforce to Develop Senior Center:** Comstock Park
- **Friends' Homebound Delivery Service:** East Grand Rapids
- **Book Talks:** Grandville (Grandville Ladies Literary Club)
- **Programs at Senior Centers:** Grandville (Grandville Senior Neighbors), Plainfield (Northview Senior Center), Wyoming (Vista Springs)
- **Senior Fair:** Wyoming
- **LBPH Presentations:** Wyoming
- **Total: 5 branches**

## KDL BRANCHES PLAN TO OFFER THESE ADDITIONAL PROGRAM AND/OR OUTREACH OPPORTUNITIES IN 2015

- **Computer Classes:** Byron
- **Programs with Area Senior Centers:** Alpine, Byron (Railside Assisted Living Center), Cascade (Sentinel Pointe, Porter Hills, Heather Hills, Clark on Keller Lake), Caledonia, Comstock Park (River Grove Retirement Facility), Tyrone (Sparta Senior Neighbors), Kentwood, Englehardt (Lowell) (Lowell Senior Neighbors), Plainfield (Northview Senior Center), Krause (Rockford) (Bishop Hills and The Towers), Sand Lake, Walker (Walker Neighborhood Senior Center), Wyoming
- **Boy Scout Partnership Providing Community Service to Area Seniors:** Alto
- **Mailbox Large Print Program for LBPH Patrons:** Wyoming (test pilot)
- **Total: 14 branches**







# 2015 BUDGET

**KENT DISTRICT LIBRARY  
2015 OPERATING BUDGET**

		2014 Budget 0.8800 Mill	\$ INCREASE/ (DECREASE)	% of Increase/ (Decrease)	2015 Budget 1.2800 Mill	% of 2015 Total
<b>NOTE</b>	<b>REVENUES:</b>					
1	Tax Revenue	13,119,660	6,581,159	50.2%	19,700,819	92.49%
	State Sources	273,000	0	0.0%	273,000	1.28%
	Charges for Services	110,042	(500)	-0.5%	109,542	0.51%
2	Fines and Forfeitures	1,270,692	(102,692)	-8.1%	1,168,000	5.48%
3	Interest and Rentals	36,139	4,217	11.7%	40,356	0.19%
4	Other Revenue	6,000	3,000	50.0%	9,000	0.04%
	<b>TOTAL REVENUES</b>	<b>14,815,533</b>	<b>6,485,184</b>	<b>43.8%</b>	<b>21,300,717</b>	<b>100.00%</b>

**EXPENDITURES:**

5	Salaries and Wages	8,020,890	1,408,773	17.6%	9,429,663	42.52%
6	Employee Benefits	1,877,921	870,790	46.4%	2,748,711	12.40%
7	Supplies	311,942	80,597	25.8%	392,539	1.77%
8	Professional & Contractual Services	790,130	450,848	57.1%	1,240,978	5.60%
9	Other Services / Charges	1,674,379	637,692	38.1%	2,312,071	10.43%
10	Collection Expense	697,090	1,490,691	213.8%	2,187,781	9.87%
11	Capital - Collection	1,421,937	670,844	47.2%	2,092,781	9.44%
12	Capital - Technology	202,200	1,362,494	673.8%	1,564,694	7.06%
13	Capital - Office Equip & Furniture	0	206,500	100.0%	206,500	0.93%
14	Capital - Lease Principal / IPA	2,044	(2,044)	-100.0%	0	0.00%
	<b>TOTAL EXPENDITURES</b>	<b>14,998,533</b>	<b>7,177,184</b>	<b>47.9%</b>	<b>22,175,717</b>	<b>100.00%</b>
15	<b>EXCESS OVER / UNDER</b>	<b>(183,000)</b>	<b>(692,000)</b>	<b>378%</b>	<b>(875,000) *</b>	<b>-3.9%</b>

<b>2015 Materials Budget</b>	\$	4,280,561
as a % of 2015 Total Revenues		20.1%
<b>2014 Materials Budget</b>	\$	2,119,027
as a % of 2014 Total Revenues		14.3%

<b>2015 Staff Budget</b>	\$	12,178,374
as a % of 2015 Total Revenues		57.2%
<b>2014 Staff Budget</b>	\$	9,898,811
as a % of 2014 Total Revenues		66.8%

\* Shortfall of \$875,000 is covered by the Fund Balance Committed for ILS

**KENT DISTRICT LIBRARY**  
**2015 OPERATING BUDGET - Supplemental Information**

	2014 BUDGET 0.8800 Mill	\$ INCREASE/ (DECREASE)	% of Increase/ (Decrease)	2015 Budget 1.2800 Mill	% of 2015 Total
<b>REVENUES:</b>					
Property Taxes - Current Taxes	13,110,660	6,581,659	50.2%	19,692,319	92.45%
Payment In Lieu of Taxes	9,000	(500)	-5.6%	8,500	0.04%
State Prop Tax Reimb - Ren Zone	-	0		-	0.00%
State Grants	273,000	0	0.0%	273,000	1.28%
Other Grants	-	0		-	0.00%
Universal Service Fund - eRate	-	0		-	0.00%
Facsimile Fees	-	0		-	0.00%
Printing/Copier Fees	93,042	(500)	-0.5%	92,542	0.43%
Replacement Fees - Materials	10,000	0	0.0%	10,000	0.05%
Book Sale Revenue	7,000	0	0.0%	7,000	0.03%
Penal Fines	608,698	59,302	9.7%	668,000	3.14%
Overdue Fines	661,994	(161,994)	-24.5%	500,000	2.35%
Interest Earned - Property Taxes	-	0		-	
Interest Earned - Investments	36,139	4,217	11.7%	40,356	0.19%
Interest Earned - Operating	-	0		-	0.00%
Rent Leased Space	-	0		-	0.00%
Lease-What's Next Database	4,000	2,000	50.0%	6,000	0.03%
Donations	-	0		-	0.00%
Miscellaneous Income	2,000	1,000	50.0%	3,000	0.01%
Transfers In	-	0		-	0.00%

<b>TOTAL REVENUES</b>	<b>14,815,533</b>	<b>6,485,184</b>	<b>43.8%</b>	<b>21,300,717</b>	<b>100.0%</b>
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**EXPENDITURES:**

Meeting Compensation	7,000	(1,000)	-14.3%	6,000	0.03%
Salaries & Wages	8,020,890	1,408,773	17.6%	9,429,663	42.52%
FICA	609,288	109,444	18.0%	718,732	3.24%
Health Insurance	900,000	645,391	71.7%	1,545,391	6.97%
Life Insurance	7,500	1,500	20.0%	9,000	0.04%
Retirement	186,133	99,456	53.4%	285,589	1.29%
Employee Benefit - HSA/Flex	150,000	10,000	6.7%	160,000	0.72%
Workers Comp Ins	20,000	5,000	25.0%	25,000	0.11%
Unemployment	5,000	0	0.0%	5,000	0.02%
Printing & Binding	20,000	0	0.0%	20,000	0.09%
Postage	15,000	1,000	6.7%	16,000	0.07%
Programming Supplies	0	0		0	0.00%
Office Supplies	84,000	6,039	7.2%	90,039	0.41%
Branch Supplies	0	0		0	0.00%
Processing Supplies	172,000	68,800	40.0%	240,800	1.09%
Audio Visual Supplies	13,042	(1,042)	-8.0%	12,000	0.05%
Printing/Graphic Supplies	1,200	0	0.0%	1,200	0.01%
Lighting Supplies	200	300	150.0%	500	0.00%
Janitorial Supplies	3,000	1,000	33.3%	4,000	0.02%
Professional Services - Other	48,756	(246)	-0.5%	48,510	0.22%

<b>EXPENDITURES (cont.):</b>	<b>2014 BUDGET 0.8800 Mill</b>	<b>INCREASE/ (DECREASE)</b>	<b>% of Increase/ (Decrease)</b>	<b>2015 Budget 1.2800 Mill</b>	<b>% of 2015 Total</b>
Professional Services - Consultants	135,000	255,000	188.9%	390,000	1.76%
Professional Services - Auditing	21,500	3,500	16.3%	25,000	0.11%
Professional Services - Legal	35,000	5,000	14.3%	40,000	0.18%
Professional Services - Banking	19,000	3,000	15.8%	22,000	0.10%
Membership & Subscriptions	21,600	23,400	108.3%	45,000	0.20%
Meetings & Honorariums	30,000	26,106	87.0%	56,106	0.25%
Service Contracts	165,009	144,574	87.6%	309,583	1.40%
Other Contractual	214,570	15,315	7.1%	229,885	1.04%
Integrated Library System	128,295	25,705	20.0%	154,000	0.69%
OCLC License & Fees	23,000	(1,000)	-4.3%	22,000	0.10%
Voice Telecommunications	45,000	40,000	88.9%	85,000	0.38%
Data Telecommunications	435,416	174,584	40.1%	610,000	2.75%
Mileage Reimbursement	24,100	25,400	105.4%	49,500	0.22%
Gas, Oil, Grease	3,500	4,500	128.6%	8,000	0.04%
Advertising/Promotion	115,000	35,000	30.4%	150,000	0.68%
Employment Advertising		0		0	0.00%
Utilities	70,000	10,000	14.3%	80,000	0.36%
Rep & Maint Grounds	14,000	6,000	42.9%	20,000	0.09%
Rep & Maint Building	25,000	0	0.0%	25,000	0.11%
Rep & Maint Equipment	161,600	63,400	39.2%	225,000	1.01%
Rep & Maint Computers	40,000	20,000	50.0%	60,000	0.27%
Rentals/Operating Leases & Maint.	105,559	10,000	9.5%	115,559	0.52%
Training - KDL Board	5,500	5,000	90.9%	10,500	0.05%
Training - KDL Staff	69,500	40,150	57.8%	109,650	0.49%
Insurance	52,000	8,000	15.4%	60,000	0.27%
Programming	121,600	23,400	19.2%	145,000	0.65%
Property Tax Refunds	75,000	0	0.0%	75,000	0.34%
Branch Maint Fees	256,504	128,252	50.0%	384,756	1.74%
Technology	202,200	1,362,494	673.8%	1,564,694	7.06%
Office Equipment & Furniture		206,500	100.0%	206,500	0.93%
<i>Materials Budget:</i>		0			
Collection Development	1,421,937	670,844	47%	2,092,781	9.44%
Subscriptions	95,000	0	0%	95,000	0.43%
Electronic Resources	602,090	1,490,691	248%	2,092,781	9.44%
Capital Lease Interest Expense	6	(6)	-100.0%	0	0.00%
Capital Lease Principal	2,038	(2,038)	-100.0%	0	0.00%
IPA Principal	0	0		0	0.00%
Transfers Out	0	0		0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>14,998,533</b>	<b>7,177,184</b>	<b>47.9%</b>	<b>22,175,717</b>	<b>100.00%</b>
<b>EXCESS OVER / UNDER</b>	<b>(183,000)</b>	<b>(692,000)</b>	<b>-100%</b>	<b>(875,000)</b>	<b>-3.9%</b>

## KENT DISTRICT LIBRARY JUSTIFICATIONS FOR 2015 OPERATING BUDGET

This narrative explains the changes in the 2015 budget compared to 2014. If line items have negligible differences or remain the same from 2014 to 2015, no explanation is provided.

### REVENUES

1. Tax Revenue – Increase by **\$6,581,159**, 50.2%.

The increase reflects an additional 0.40 mills for property tax approved by the voters on August 5<sup>th</sup>, 2014. It also reflects an increase in taxable value on property in the library district of 1.63%, approximately **\$255,754**.

2. Fines and Forfeitures – Decrease by **\$102,692**, 8.1%.

Penal Fines were increased by **\$59,302** to reflect expected revenues. Overdue fines were reduced by **\$161,994** to reflect, primarily, a reduction in fines for DVDs from \$1 a day to \$0.15. It also reflects the increasing circulation of eMaterials which do not become overdue.

3. Interest and Rentals – Increase by **\$4,217**, 11.7%.

This category includes Property Tax Interest, Investment Interest, Operating Interest and Rent - Leased Space. The increase is due to expected investment revenues from the 0.40 mill increase in property taxes.

4. Other Revenue – Increase by **\$3,000**, 50.0%.

This category includes Other Grants, Universal Service Funds (eRate), Lease-What's Next Database, Donations and Miscellaneous Income. Miscellaneous Income and What's Next Database are expected to increase, **\$1,000** and **\$2,000**, respectively.

### EXPENDITURES

5. Salaries and Wages – Increase by **\$1,408,773**, 17.6%.

The increase represents the following; staff to cover additional hours at the branches and system needs, wage increases for current staff which include an increase in minimum wage.



6. Employee Benefits – Increase by **\$870,790**, 46.4%. This category includes the payroll tax - FICA, Health Insurance, HSA Benefits, Life Insurance, Retirement, Workers Compensation and Unemployment.

FICA and Retirement benefits increased by **\$208,900** reflecting the changes in the Salaries and Wages line. Health Insurance and H S A show an increase of **\$655,391**, reflecting a premium increase of 17% and the addition of staff. The balance, **\$6,500** for Life Insurance and Workers Compensation reflect changes in staffing. Unemployment costs are unchanged.

7. Supplies – Increase by **\$80,597**, 25.8%. This category is comprised of Printing and Binding, Postage, Office Supplies, Processing Supplies, Branch Supplies, Audio-Visual Supplies, Printing/Graphic Supplies, Lighting Supplies, Travel-Gas and Janitorial Supplies.

Processing Supplies have been increased by **\$68,800** due to a 47% increase in the print Materials budget. Audio-Visual Supplies have been reduced by **\$1,042** due to a change in use, resulting from the availability to download audio material from the KDL website and pre-packaging from the vendor. Office Supplies have been increased by **\$6,039** to reflect expected purchases. Postage has been increased by **\$1,000** in anticipation of postal price increases. Janitorial and Lighting supplies have been increased by **\$1,300** to reflect expected expenditures. Travel-Gas has been increased by **\$4,500** due to expected use for Outreach. The following line items remain unchanged, Printing and Binding and Printing Supplies.

8. Professional & Contractual Services – Increase by **\$450,848**, 57.1%. This category includes Professional Services-Other, Consultants, Auditing, Legal, Banking, Service Contracts, Other Contractual, Integrated Library System and OCLC License and Fees.

The budget for Professional Services-Consultants increased by **\$255,000**; items budgeted include web maintenance and hosting, webpage redesign, mobile website compatibility, branding and process evaluation to determine needs. Professional Services-Legal has been increased by **\$5,000** to cover legal expenses. Professional Services - Other decreased by **\$246**. Professional Services-Banking has increased by **\$3,000** reflecting increased patron credit card use at the branches. The Integrated Library System increased by **\$25,705** reflecting maintenance on the ILS system and maintenance increases on modules purchased by KDL (Fines/API, Floating Collection, and Output Vouchers). OCLC License and Fees decreased by **\$1,000** and Professional Services – Auditing increased by **\$3,500** to reflect expected expenditures. Service Contracts increased by **\$144,574** primarily due to contracts related to Information Technology. Other Contractual increased by **\$15,315** reflecting expected increases in delivery contract.

9. Other Services / Charges – Increase by **\$637,692**, 38.1%. This category is comprised of Meeting Compensation, Memberships and Subscriptions, Meetings and Honorariums, Telephone, Data Communications, Mileage Reimbursement, Advertising and Promotion, Employment Advertising, Utilities, Repairs and Maintenance - Grounds,

Buildings, Equipment and Computers, Rentals, Operating Leases & Maintenance, Training KDL Board and Staff, Insurance, Programming, Tax Refunds and Branch Maintenance Fees.

Membership and Subscriptions increased by **\$23,400** to reflect Urban Council membership and increased community outreach. Data Communications increased by **\$174,584** reflecting increased bandwidth and data services to district. Mileage increased by **\$25,400** to reflect increased travel resulting from community outreach activities. Voice Communications increased by **\$40,000** reflecting cost of communication at the branches, Service Center and staff involved in community outreach. Programming increased by **\$23,400** to enhance program offerings. Advertising/Promotion increased by **\$35,000** to promote KDL services through television and other electronic media. KDL Board Training and KDL Training (staff) increased by **\$5,000** and **\$40,150**, respectively, to promote professional development. Repair and Maintenance - Equipment and Computers increased by **\$83,400** to reflect expected expenditures. Insurance was increased by **\$8,000** to reflect expected premium costs. Branch Maintenance Fees - **\$128,252** reflect a 50% increase in square footage payments to the municipalities with branches. Meeting Compensation was reduced by **\$1,000** to reflect a non-millage year meeting schedule. Meetings and Honorariums increased by **\$26,106** reflecting Wellness and Team KDL initiatives, service awards and community networking. Utilities increased by **\$10,000** to reflect expected increases in gas, water and electric costs. Repair and Maintenance - Grounds increased by **\$6,000** reflecting the cost to maintain the Service Center grounds. Rentals/Operating Leases and Maintenance increased by **\$10,000** to reflect the cost of copier/printers at the branches and Service Center. No changes were made to the following line items, Repairs and Maintenance - Buildings and Property Tax Refunds - **\$0**.

10. Collection Expense – Increase by **\$1,490,691**, 213.8%. This category is comprised of Subscriptions and Electronic Resources.

Electronic Resources increased by **\$1,490,691**, in response to demand for additional eBooks, Audiobooks, music and databases (Scienceflix). In addition, demographic analytic software is being considered to identify what is currently borrowed and what the community is interested in. The Subscriptions budget remains the same.

11. Capital - Collection – Increase by **\$670,844**, 47.2%. This category is comprised of physical materials, such as books and DVD's.

The budget for all purchase categories; Adult Fiction, Adult Spoken, Adult Music, Adult DVD, Youth Fiction, Youth Nonfiction, Youth Spoken, Juvenile Music, Juvenile DVD, Adult Nonfiction, Large Print, Foreign Language, LBPH (Library for the Blind and Physically Handicapped), Reference and Discretionary, has been increased to respond to the interests of the community.

12. Capital - Technology – Increase by **\$1,362,494**, 673.8%

The budget increased to address infrastructure needs, Central Data Center ISP, **\$263,000**, Thin Client replacement, **\$104,000**, Server, Training Lab and Laptop replacements, **\$47,694** and ILS (Integrated Library System), **\$900,000**. The majority of the ILS cost will be funded from the Fund Balance Committed for ILS, \$875,000. Additionally, **\$47,800** of the increase is designated to provide equal access to technology through the purchase of iPads (\$250,000). The iPads will be available to circulate at all branches.

13. Capital - Office Equipment & Furniture – Increase by **\$206,500**, 100%.

The increase due to the following: Van, **\$60,000** (current van 1997), disc cleaning machine, **\$17,000**, book trucks, **\$4,500** and **\$125,000** for ergonomic and ADA compliance, as well as a reconfiguration of workspaces.

14. Excess Revenues Over Expenditures – The 2015 Operating Budget presents expenditures over revenues by **\$875,000**. The shortfall is covered by the Fund Balance Committed for ILS **\$875,000**.

The cash-on-hand at the end of 2015 is projected to be **\$2,759,701**, 12.4%. The Unassigned Fund Balance is projected to be **\$2,733,697**. This represents approximately 45 days of operating expenditures. The percentage of the Unassigned Fund Balance to expenditures is 12.3%. This Undesignated Fund Balance does **not** meet the target specified by the Kent District Library Board of 15% – 20%. This is due to an increase in expenses in 2015 of 7.2 million, resulting from a 0.40 millage increase. The undesignated fund balance in 2016 is projected to be 18.7% and within the Board's guidelines.

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## Committed Fund Balances

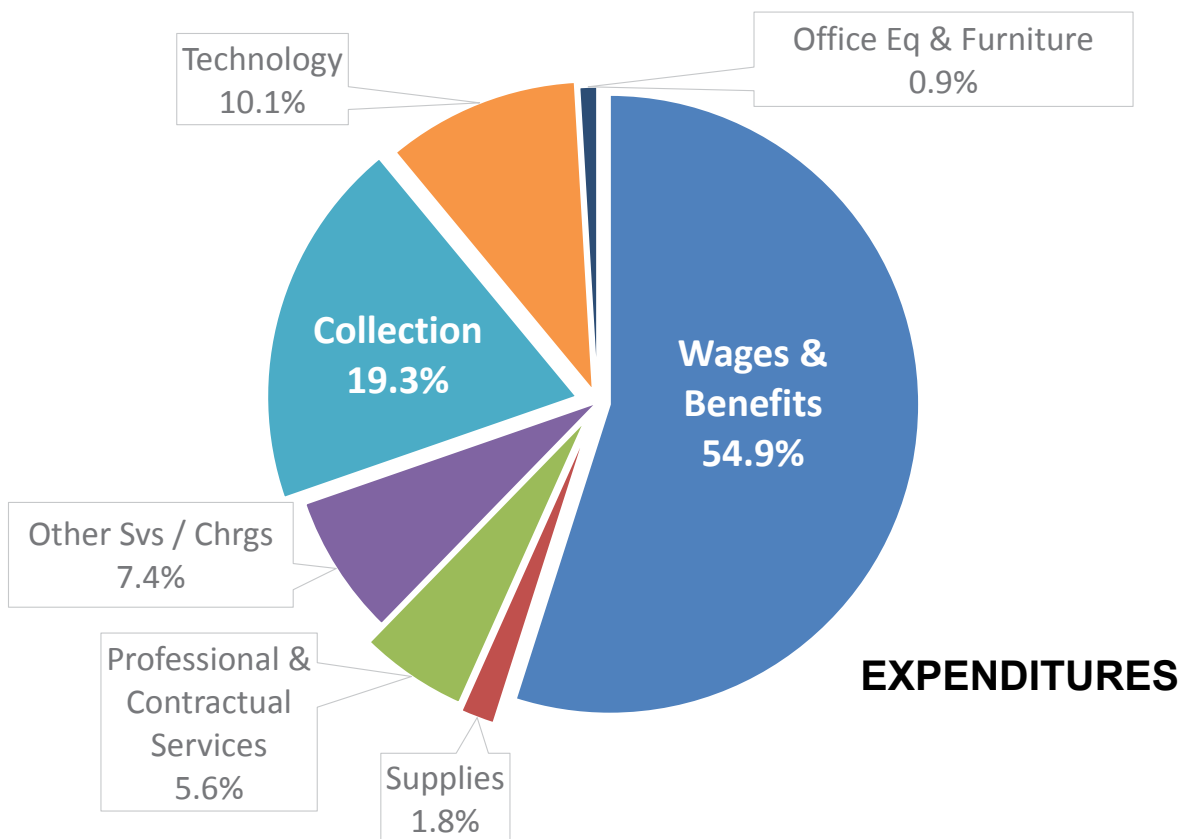
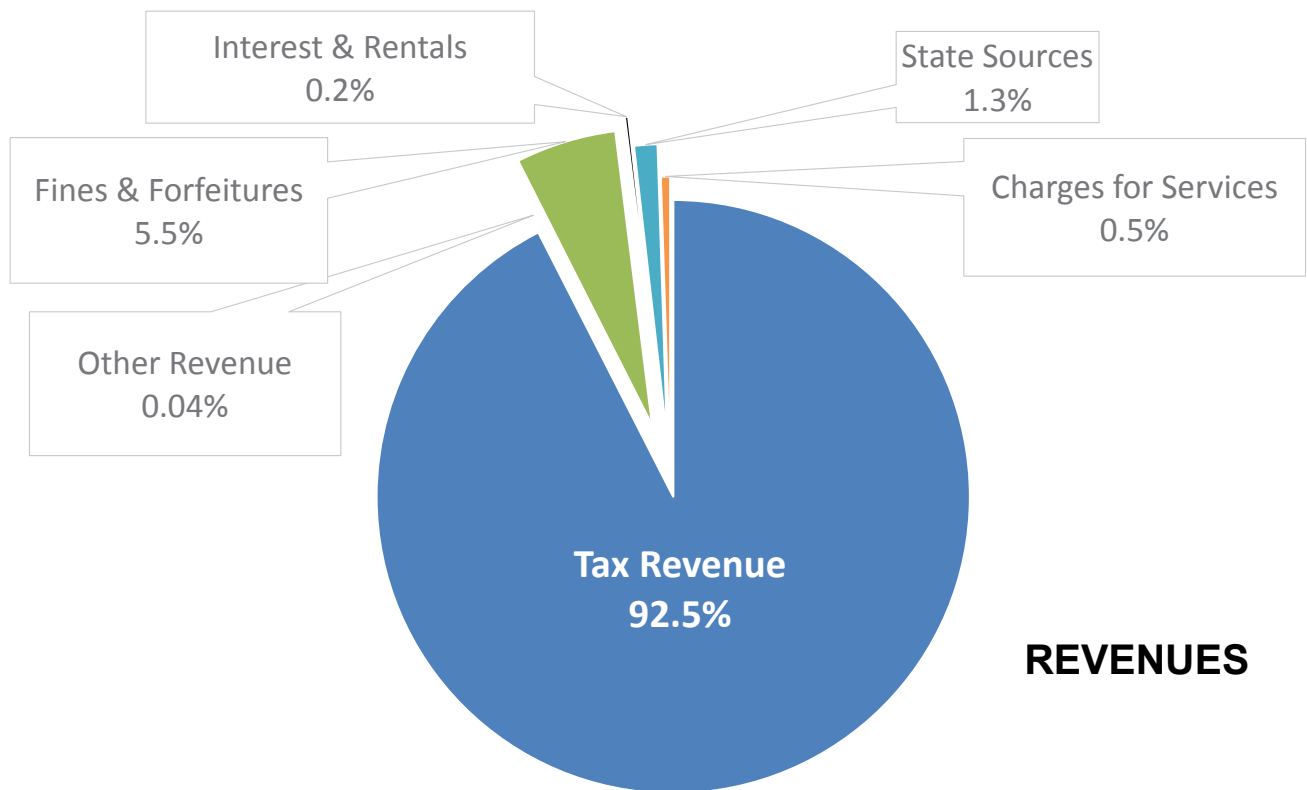
### Fund Balance Committed – Capital Projects

The Fund Balance Committed - Capital Projects is projected to be **\$32,300** at year end.

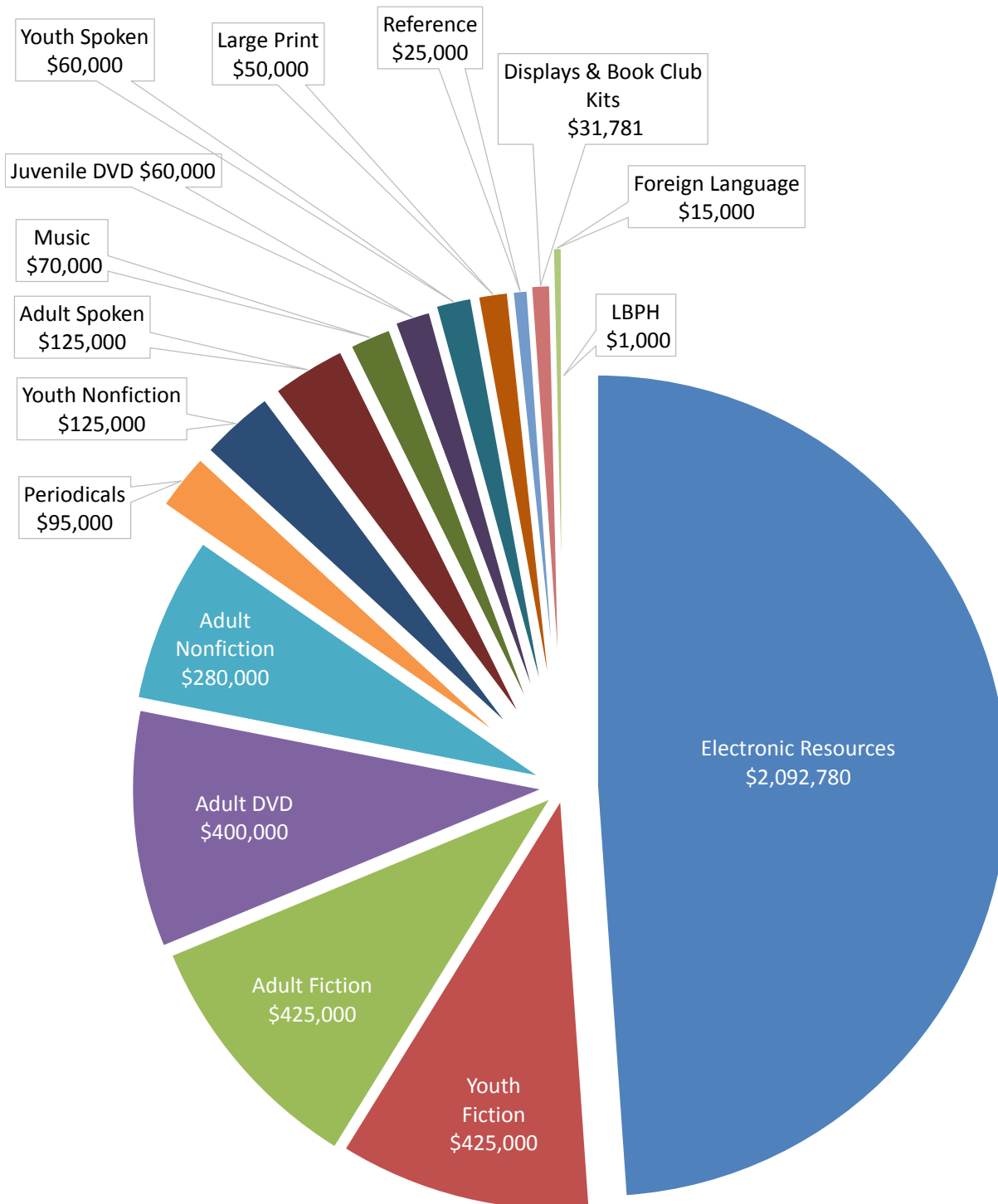
### Fund Balance Committed for ILS

The Fund Balance Committed for ILS is projected to be **\$0** at year end. This is due to a purchase of an ILS in 2015, fulfilling the purpose of the committed fund balance.

**Kent District Library**  
**2015 Operating Budget**  
**based on 1.28 Mill Levy**



# 2015 Materials Budget



<b>2015 Materials Budget</b>	<b>\$4,280,561</b>
<b>as a % of 2015 Total Revenues</b>	<b>20.1%</b>
<b>2014 Materials Budget</b>	<b>\$2,119,027</b>
<b>as a % of 2014 Total Revenues</b>	<b>14.3%</b>



## Kent District Library 2014 Operating Budget

KDL Board Targeted Fund (Cash-on-Hand) Balance = 15 - 20%		Fund Balance %
2014 EOY Target for 15-20% Range	2,249,780	15.0%
	2,999,707	20.0%

### EOY Cash Balance Projection-Operating Budget

#### **2014 Budget**

Cash & Investments as of 12/31/14 *projected* 3,634,701

#### **2015 Budget**

Anticipated Revenues 1/1/15 - 12/31/15 21,300,717  
Anticipated Expenditures 1/1/15 - 12/31/15 (22,175,717)

**Projected EOY 2015 Cash Balance 2,759,701 12.4%**

### EOY Fund Balance Projection-Operating Budget

#### **2014 Budget**

Cash & Investments as of 7/31/14 9,779,757  
Accounts Payable as of 7/31/14 (77,503)  
Local Funds as of 7/31/14 (56,683)

Adjusted Cash & Investments as of 7/31/14 9,645,571

Prepaid as of 7/31/14 4,123  
Interest Receivable as of 7/31/14 -  
Accounts Receivable as of 7/31/14 -

Fund Balance as of 7/31/14 9,649,694

Anticipated Operating Revenues 8/01/14 - 12/31/14 380,023  
Anticipated Operating Expenditures 8/01/14 - 12/31/14 (6,390,892)

Fund Balance Committed - Capital Projects (32,300)  
Fund Balance Committed for ILS (875,000)

**Projected Undesignated Fund Balance Year End 2014 2,731,525 18.2%**

Projected Revenues 2015 21,300,717  
Projected Expenditures 2015 (22,141,245)

Fund Balance Committed ILS (included in projected expenditures 2015) 875,000

**Projected EOY 2015 Committed - Capital Projects 32,300**

**Projected EOY 2015 Undesignated Fund Balance 2,733,697 12.3%**

**KENT DISTRICT LIBRARY  
2015 ANNUAL GIVING FUND BUDGET**

		2014 BUDGET	Increase / Decrease in \$	Increase / Decrease as %	2015 BUDGET	% of 2015 Total
Note	<b>REVENUES:</b>					
1	Other Grants	18,000	17,000	94.4%	35,000	27.77%
	Book Sale Revenues	15,000	1,000	6.7%	16,000	12.70%
	Interest Earned - Investments	20	0	0.0%	20	0.02%
2	Donations	84,000	(59,000)	-70.2%	25,000	19.84%
3	Sponsorships			100.0%	50,000	39.68%
	<b>TOTAL REVENUES</b>	<b>117,020</b>	<b>(41,000)</b>	<b>-35.0%</b>	<b>126,020</b>	<b>100.0%</b>

	<b>EXPENDITURES:</b>					
	Printing & Binding	1,520	(20)	-1.3%	1,500	1.19%
	Postage	1,910	290	15.2%	2,200	1.75%
	Office Supplies	250	350	140.0%	600	0.48%
	Professional Services - Other	500	0	0.0%	500	0.40%
	Professional Services - Banking	257	0	0.0%	257	0.20%
	Membership & Subscriptions	300	0	0.0%	300	0.24%
4	Meetings & Honorariums	5,000	26,200	524.0%	31,200	24.76%
	Service Contracts	680	0	0.0%	680	0.54%
5	Pmt of Contributions to Endowment		5,000	100.0%	5,000	3.97%
	Mileage Reimbursement	700	0	0.0%	700	0.56%
	Advertising/Promotion	4,000	1,000	25.0%	5,000	3.97%
	Rentals/Operating Leases & Maint	700	(600)	-85.7%	100	0.08%
6	Transfer to Endowment	7,000	(7,000)	-100.0%	0	0.00%
	Training - KDL Staff	300	(300)	-100.0%		0.00%
7	Programming	58,000	(10,000)	-17.2%	48,000	38.09%
8	Technology		20,000	100.0%	20,000	15.87%
9	Collection Development	10,000	(2,000)	-20.0%	8,000	6.35%
	<b>TOTAL EXPENDITURES</b>	<b>91,117</b>	<b>32,920</b>	<b>36.1%</b>	<b>124,037</b>	<b>98.4%</b>
10	<b>EXCESS OVER / UNDER</b>	<b>25,903</b>	<b>(73,920)</b>	<b>-285.4%</b>	<b>1,983</b>	<b>1.6%</b>

**2015 EOY Annual Giving Fund Balance Projection**

**2014 Budget**

Cash & Investments as of 7/31/2014	106,873
Anticipated Revenues	34,821
Anticipated Expenditures	(51,379)

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<b>Projected Fund Balance Year End 2014</b>	<b>90,315</b>
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Projected Revenues 2015	126,020
Projected Expenditures 2015	(124,037)

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<b>Projected EOY 2015 Fund Balance</b>	<b>92,298</b>
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## KENT DISTRICT LIBRARY JUSTIFICATIONS FOR 2015 ANNUAL GIVING FUND BUDGET

This narrative explains the changes in the 2015 budget compared to 2014. If the change in line items is \$1,000 or remains the same from 2014 to 2015, no explanation is provided.

### REVENUES

1. Other Grants - Increase by **\$17,000**, 94.4%.

The increase reflects anticipated revenues from local community foundations and corporate grants.

2. Donations - Decrease by **\$59,000**, 70.2%.

In previous years Sponsorships were counted as donation revenues. Going forward Donations and Sponsorships will be recorded separately, accounting for the decrease in forecasted donation revenues and increase in sponsorship revenues.

3. Sponsorships - Increase by **\$50,000**, 100%

See Donation explanation above.

### EXPENDITURES

4. Meetings & Honorariums - Increase by **\$26,200**, 524%.

This reflects the cost to host a fund raising event.

5. Payment of Contributions to Endowment - Increase by **\$5,000**, 100%.

This reflects monies set aside to support the Kent District Library's Endowment fund.

6. Transfer to Endowment Fund - Decrease by **\$7,000**, 100%.

Instead of transferring funds to the Operating account to issue a check to the Endowment Fund, they can now be issued directly from the Annual Giving Fund (see note 5 above).

7. Programming - Decrease by **\$10,000**, 17.2%.

The decrease reflects the completion of the Imagination Station initiative. Maintenance of the Imagination Stations, as well as, KDLville is included in the 2015 budget. The budget also includes support for the following: branches, Teen Film Festival, Write Michigan and Play Grow Read. Funds have also been allocated for emergent needs.

8. Technology - Increase by **\$20,000**, 100%

This budget item is for the purchase of fund development software.

9. Collection Development - Decrease by **\$2,000**, 20%

Due to the increase in the Collection budget in the Operating Account the need to support the general collections is reduced. The monies designated in this budget line are for emergent needs.

10. Excess Revenues Over Expenditures – The 2015 Budget presents revenues exceeding expenditures by **\$1,983**. The fund balance at year end is projected to be **\$92,298**.

**KENT DISTRICT LIBRARY**  
**Financial Overview 2005 - 2014**  
*Prior Millage Period*

Account	2005 Budget Actual	2006 Budget Actual	2007 Budget Actual	2008 Budget Actual	2009 Budget Actual
<b>REVENUE</b>	<i>0.8800 Mill</i>	<i>0.8800 Mill</i>	<i>0.8800 Mill</i>	<i>0.8800 Mill</i>	<i>0.8800 Mill</i>
Property Taxes *	11,950,702 82.3%	12,648,103 84.1%	13,480,777 85.6%	14,183,291 86.2%	14,364,483 87.4%
All Other Revenue	2,577,331 17.7%	2,391,218 15.9%	2,268,705 14.4%	2,269,702 13.8%	2,066,877 12.6%
Total Revenues	14,528,033 100.0%	15,039,321 100.0%	15,749,482 100.0%	16,452,993 100.0%	16,431,360 100.0%
<b>EXPENDITURES</b>					
Salaries/Wages & Benefits	9,512,397 67.1%	9,548,817 66.2%	10,214,839 66.5%	10,888,210 66.7%	11,047,605 66.5%
Materials Budget	1,961,955 13.8%	2,088,152 14.5%	2,304,350 15.0%	2,433,247 14.9%	2,424,603 14.6%
Operating Expenses	1,427,376 10.1%	1,472,043 10.2%	1,732,774 11.3%	2,051,549 12.6%	2,174,415 13.1%
Technology (Includes ILS & Data lines)	1,274,033 9.0%	1,314,202 9.1%	1,112,606 7.2%	954,287 5.8%	971,488 5.8%
Total Expenditures	14,175,762 100.0%	14,423,215 100.0%	15,364,569 100.0%	16,327,293 100.0%	16,618,111 100.0%
Excess/(Shortage) as a % of Revenue	352,271 2.4%	616,107 4.1%	384,913 2.4%	125,700 0.8%	(186,751) 0.0%

<b>OTHER FINANCING SOURCES</b>					
Transfers to Capital Fund		(200,000)	(368,423)	(315,619)	

Fund Balance Yr End	2,636,899	3,053,006	3,069,496	2,879,577	2,692,825
% to Expenditures	18.6%	21.2%	20.0%	17.6%	16.2%

Account	2010 Budget Actual	2011 Budget Actual	2012 Budget Actual	2013 Budget Actual	2014 Approved Budget ***
<b>REVENUE</b>	<i>0.8800 Mill</i>	<i>0.8800 Mill</i>	<i>0.8800 Mill</i>	<i>0.8800 Mill</i>	<i>0.8800 Mill</i>
Property Taxes *	14,399,539 85.7%	13,780,319 86.3%	13,453,262 87.4%	13,153,463 87.0%	13,119,660 88.6%
All Other Revenue	2,400,507 14.3%	2,180,390 13.7%	1,936,261 12.6%	1,969,101 13.0%	1,695,873 11.4%
TOTAL REVENUES	16,800,046 100.0%	15,960,710 100.0%	15,389,523 100.0%	15,122,564 100.0%	14,815,533 100.0%
<b>EXPENDITURES</b>					
Salaries/Wages & Benefits	10,595,531 65.2%	10,245,749 65.5%	10,009,444 64.6%	9,722,928 65.9%	9,855,131 65.7%
Materials Budget **	2,428,182 14.9%	2,478,743 15.9%	2,356,519 15.2%	2,237,436 15.2%	2,119,027 14.1%
Operating Expenses	2,568,985 15.8%	2,348,940 15.0%	2,384,700 15.4%	2,156,277 14.6%	2,344,715 15.6%
Technology (Includes ILS & Data lines)	660,818 4.1%	558,144 3.6%	746,381 4.8%	645,066 4.4%	679,660 4.5%
Total Expenditures	16,253,516 100.0%	15,631,576 100.0%	15,497,044 100.0%	14,761,707 100.0%	14,998,533 100.0%
Excess/(Shortage) as a % of Revenue	546,529 3.3%	329,133 2.1%	(107,521) -0.7%	360,857 2.4%	(183,000) ^ -1.2%

Total Fund Balance	3,239,354	3,568,487	3,460,967	3,821,824	3,638,824
Committed Fund Balances	290,300	390,300	165,300	790,300	907,300
Unassigned Fund Balance as a % of Expenditures	2,949,054 18.1%	3,178,187 20.3%	3,295,667 21.4%	3,031,524 20.5%	2,731,524 18.2%

\* Property Taxes = Property Tax plus Payment In Lieu of Taxes (DNR land)

\*\* Materials Budget as a percentage of revenue is: 2014 - 14.3%

\*\*\* Year was not complete at the time of this report.

^ The \$183,000 shortfall is a capital project, wireless upgrade. The funds are coming from Fund Balance - Committed - Capital Projects



**KENT DISTRICT LIBRARY**  
**Financial Overview 2015 - 2024**  
*Current Millage Period*

Account	2015 Budget Proposed	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast	2019 Budget Forecast
<b>REVENUE</b>	<i>1.2800 Mill</i>	<i>1.2800 Mill</i>	<i>1.2800 Mill</i>	<i>1.2800 Mill</i>	<i>1.2800 Mill</i>
Property Taxes *	19,700,819 92.5%	19,749,111 93.3%	20,042,920 93.9%	20,442,309 94.2%	20,849,785 94.3%
All Other Revenue	1,599,898 7.5%	1,425,554 6.7%	1,303,683 6.1%	1,259,060 5.8%	1,264,438 5.7%
Total Revenues	21,300,717 100.0%	21,174,666 100.0%	21,346,603 100.0%	21,701,369 100.0%	22,114,223 100.0%
<b>EXPENDITURES</b>					
Salaries/Wages & Benefits	12,178,374 54.9%	12,641,190 62.7%	13,164,525 61.7%	13,724,988 63.2%	14,178,707 64.1%
Materials Budget	4,280,561 19.3%	3,176,200 15.7%	3,201,990 15.0%	3,255,205 15.0%	3,317,133 15.0%
Operating Expenses	3,482,089 15.7%	2,956,790 14.7%	3,537,588 16.6%	3,235,401 14.9%	3,088,034 14.0%
Technology (Includes ILS & Data lines)	2,234,694 10.1%	1,400,485 6.9%	1,442,499 6.8%	1,485,774 6.8%	1,530,348 6.9%
Total Expenditures	22,175,718 100.0%	20,174,665 100.0%	21,346,603 100.0%	21,701,369 100.0%	22,114,223 100.0%
Excess/(Shortage)	(875,001) <sup>Λ</sup>	1,000,000	0	0	0
as a % of Revenue	-4.1%	4.7%	0.0%	0.0%	0.0%

Total Fund Balance	2,763,823	3,763,823	3,763,823	3,763,823	3,763,823
Committed Fund Balances	32,300				
Unassigned Fund Balance	2,731,523	3,763,823	3,763,823	3,763,823	3,763,823
as a % of Expenditures	12.3%	18.7%	17.6%	17.3%	17.0%

Account	2020 Budget Forecast	2021 Budget Forecast	2022 Budget Forecast	2023 Budget Forecast	2024 Budget Forecast
<b>REVENUE</b>	<i>1.2800 Mill</i>	<i>1.2800 Mill</i>	<i>1.2800 Mill</i>	<i>1.2800 Mill</i>	<i>1.2800 Mill</i>
Property Taxes *	21,370,692 94.4%	21,909,747 94.5%	22,462,278 94.6%	23,028,623 94.7%	23,841,327 94.9%
All Other Revenue	1,269,815 5.6%	1,275,193 5.5%	1,280,570 5.4%	1,285,947 5.3%	1,291,325 5.1%
TOTAL REVENUES	22,640,507 100.0%	23,184,939 100.0%	23,742,848 100.0%	24,314,570 100.0%	25,132,652 100.0%
<b>EXPENDITURES</b>					
Salaries/Wages & Benefits	14,536,363 64.2%	14,907,192 64.3%	15,287,163 64.4%	15,676,505 64.5%	16,272,817 64.7%
Materials Budget **	3,396,076 15.0%	3,477,741 15.0%	3,561,427 15.0%	3,647,185 15.0%	3,769,898 15.0%
Operating Expenses	3,131,810 13.8%	3,176,461 13.7%	3,222,005 13.6%	3,268,460 13.4%	3,315,844 13.2%
Technology (Includes ILS & Data lines)	1,576,258 7.0%	1,623,546 7.0%	1,672,252 7.0%	1,722,420 7.1%	1,774,092 7.1%
Total Expenditures	22,640,507 100.0%	23,184,939 100.0%	23,742,848 100.0%	24,314,570 100.0%	25,132,652 100.0%
Excess/(Shortage)	0	0	0	0	0
as a % of Revenue	0.0%	0.0%	0.0%	0.0%	0.0%

Total Fund Balance	3,763,823	3,763,823	3,763,823	3,763,823	3,763,823
Committed Fund Balances					
Unassigned Fund Balance	3,763,823	3,763,823	3,763,823	3,763,823	3,763,823
as a % of Expenditures	16.6%	16.2%	15.9%	15.5%	15.0%

\* Property Taxes = Property Tax plus Payment In Lieu of Taxes (DNR land)

\*\* Materials Budget as a percentage of revenue is: 2015 - 20.0% 2016 - 2024 estimated at 15%

Λ The \$875,000 shortfall is for a capital project, a new ILS (Integrated Library System). The funds are coming from Fund Balance - Committed for ILS

## KENT DISTRICT LIBRARY

### Financial Overview 2005-2023

This overview covers two millage periods. The 10-year millage that was passed in 2004 and a second 10-year millage passed in 2014. The first millage at the rate of 0.88 mills spans the years 2004-2013 and is collected and counted as revenue for the years 2005-2014; the new millage at the rate of 1.28 mills spans the years 2014-2023 and will be collected and counted as revenue for the years 2015-2024. This report covers the millage periods; past, present and future. The intention of this report is to provide structure and context to the current millage period.

## REVENUES

1. Property Taxes – The percent of change in taxable value levied as *revenue* for the period from 2005 to 2015 is: 2005 = 4.89%, 2006 = 5.71%, 2007 = 6.20%, 2008 = 5.45%, 2009 = 2.01%, 2010 = 0.34%, 2011 = (3.8%), 2012 = (2.4%) 2013 = (2.28%) 2014 = (0.07%), 2015 = 1.63% with the Levy pending approval. The taxable value has declined significantly in the last few years, in 2014 that trend began to reverse. Kent County's SEV (State Equalized Value), like Taxable value, had experienced year over year growth until 2008 when it fell to (0.17%), dropping to a low in 2010 of (5.18%) and finally improving in 2014 to 2.95%. The improvement in SEV in 2014 equated to an increase in the value of all property in the county by \$618 million. It is believed that the change is due to an improving economy and a drop in mortgage rates.

In 2014, real property taxes (recorded as income in 2015) increased by 1.63%. Factoring into projected property tax revenues is the approval of a millage increase of 0.40 mills, making the total millage rate for the district 1.28 mills. The property tax forecast includes estimates for the loss of revenues due to PPT (Personal Property Tax) and various authorities; DDA (Downtown Development Authority), LDFA (Local Development Finance Authority), CIA (Corridor Improvement Authority) and Brownfield Redevelopment Authority. It also considers any additions to property tax revenues like delinquent taxes. Property tax refunds (Michigan Tax Tribunal orders) have not reduced the expected revenues. Property tax refunds are recorded as expenditures and can be found under the category, Operating Expenses. The 2015 tax projection has not been reduced by the Headlee Amendment. In 2015, property taxes will provide 92.5% of KDL's revenues.

2. Other Revenues – Other Revenues make up 7.5% of the library's income in 2015. They include: State Aid, Other Grants, Book Replacement Fees, Book Sale Revenue, Printing / Copier Fees, Penal Fines, Overdue Fines, Lease – What's Next Database, Miscellaneous Income and Interest Earned on Property Taxes, Investment and Operating cash. Other Revenues have declined to date due to the loss of State Revenue Sharing and State Property Tax Reimbursement for Renaissance Zones. State Aid is forecasted to remain the same in 2015. The Penal Fines increased by 9.7% due to increased revenue performance in the last few years. It is projected to remain the same for the remainder of the millage period. No significant changes are forecast for Book Replacement Fees (lost books), Printing Fees and Book Sale Revenues. There were only nominal changes in

terms of dollars in Miscellaneous Income, Lease-What's Next Database and Investment Income. Fines and Forfeitures have been reduced 24.5% reflecting a change in overdue charges for DVD's bringing them in line with other charges. It also reflects increasing use of eMaterials which do not become overdue. Future projections indicate further reductions in Fine and Forfeiture revenues, ending with eventual cessation of that revenue source. ERate Funding appears as a revenue source in 2016 and continues throughout the millage projection.

## **EXPENDITURES**

3. **Salaries & Wages** – Salary and Wage projections include market increases, as well as increases in Health Insurance, Life Insurance, Workers Compensation, Unemployment Insurance, employer contribution to FICA, employer contribution to the Defined Benefit, 457 and 401 plans. The average for the period from 2005 to 2014 is 66% of total expenditures. The average projected for the period from 2015-2024 is 62.9%.
4. **Materials** – The materials budget is comprised of books, magazines, CDs, DVDs, and audio recordings. It also includes online materials such as databases, audio books, ebooks, music, movies and magazine subscriptions. Projected materials expenditures for 2015 is 20.1% of revenues. Projections for the remainder of the millage period are at 15%, meeting the criteria for the Michigan Library Association's QSAC (Quality Service Audit Checklist) requirements. Average percentage of purchased Collection Materials to Revenue for the past millage period was 14.6%. Current millage, 2015-2024 indicates an average of 15.5%.
5. **Operating Expenses** – This category is comprised of the following accounts: Printing and Binding, Postage, Supplies, Professional Services, Membership and Subscriptions, Meetings and Honorariums, Service Contracts, Other Contractual, OCLC License (Sky River), Voice Communication (Telephone), Mileage, Advertising, Utilities, Repair and Maintenance, Printer/Copiers, Training, Insurance, Programming, Branch Maintenance Fees, Michigan Tax Tribunals (tax refunds), Office Equipment & Furniture and Capital Lease and IPA (Initial Purchase Agreement) Principal. Operating expenses averaged 13.4% of all expenditures for the millage period from 2005 - 2014. The current millage period, 2015-2024, shows an average of 14.3%. The change is due to projected increases in cost over time.
6. **Technology** – The items that make up this grouping are: items relating to Technology infrastructure, Integrated Library System, Data Communications, Repair and Maintenance of computers. In 2005, the Technology line included capital initiatives. In 2008, capital initiatives were moved to the Capital Fund. In 2011, the Capital Fund returned to the Operating account as Fund Balance Committed - Capital Projects. Technology expenses moved in response to initiatives and budget constraints. Toward the end of the millage period, 2005-2014 infrastructure needs were put on hold because of

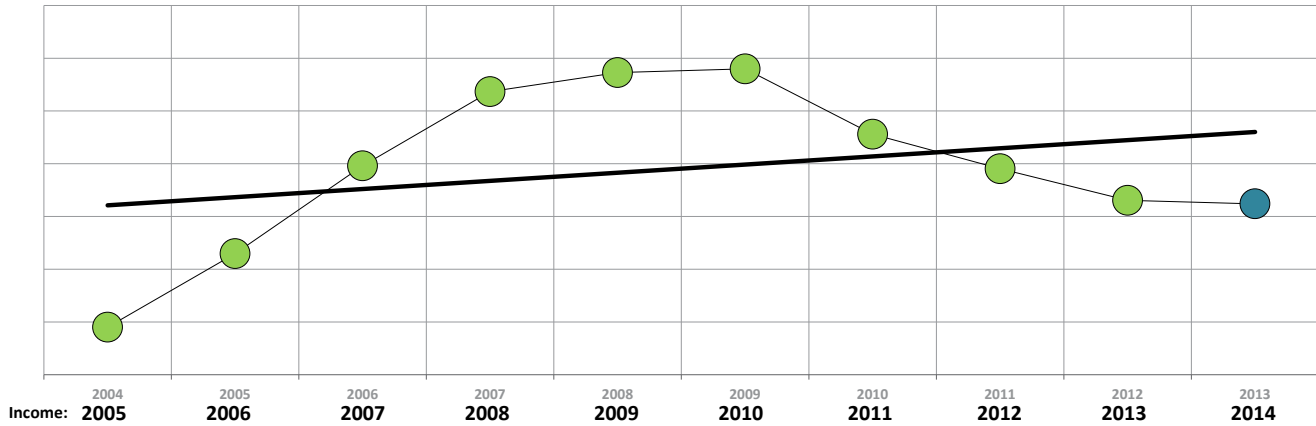
falling revenues. Technology expenses for the millage period, 2005-2014, averaged 5.8% of all expenditures. The average for technology expenditures during the period between 2015 and 2024 are projected be 7.3%.

Excess Revenues Over Expenditures – The Library's first 10 year millage concluded in 2014. In the first five years (2005-2009), the Library experienced a growth in revenues. During the next four years (2010 - 2013), revenues declined. A turnaround in property taxes began in 2014 with a 0.8% increase. The second 10 millage was renewed at 0.88 mills along with an increase of 0.40 mills, making total millage for library services 1.28 mills.

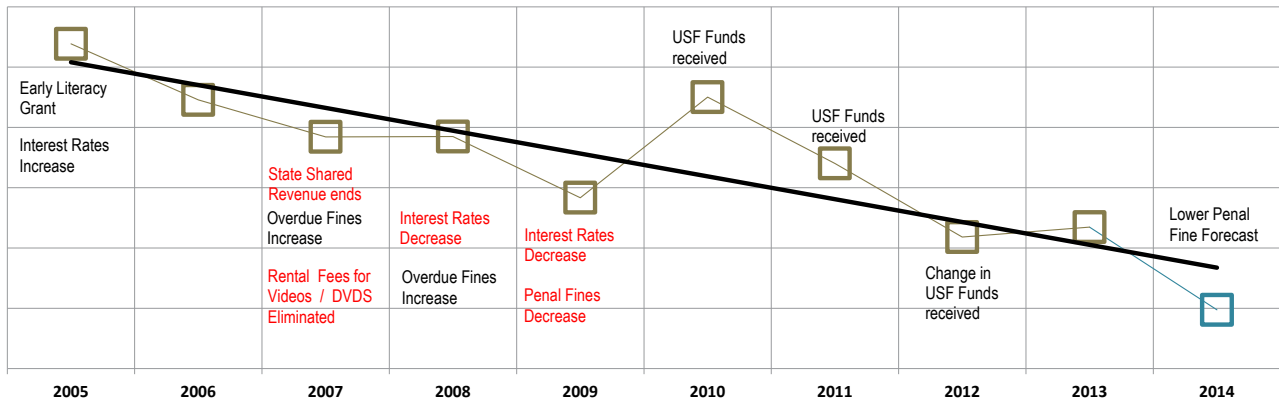
**COMMITTED FUND BALANCES:** *Monies set aside for a specific purpose as determined by a formal action of the Library Board.*

7. Committed Fund Balance for ILS – In 2011, the KDL Board began setting aside funds for a new ILS (Integrated Library System). By the end of 2014, \$875,000 had been allocated for this purpose. In 2015, a new ILS system will be purchased bringing the amount in this fund balance to zero.
8. Committed Fund Balance - Capital Projects – In 2010, monies from the Capital Fund, a standalone fund, were transferred to the Operating Fund. The purpose of the Committed Fund Balance - Capital Projects is to provide funding for the construction or reconstruction of an asset that provides long-term value to the library. At year end, the Committed Fund Balance - Capital Projects will be \$32,300.

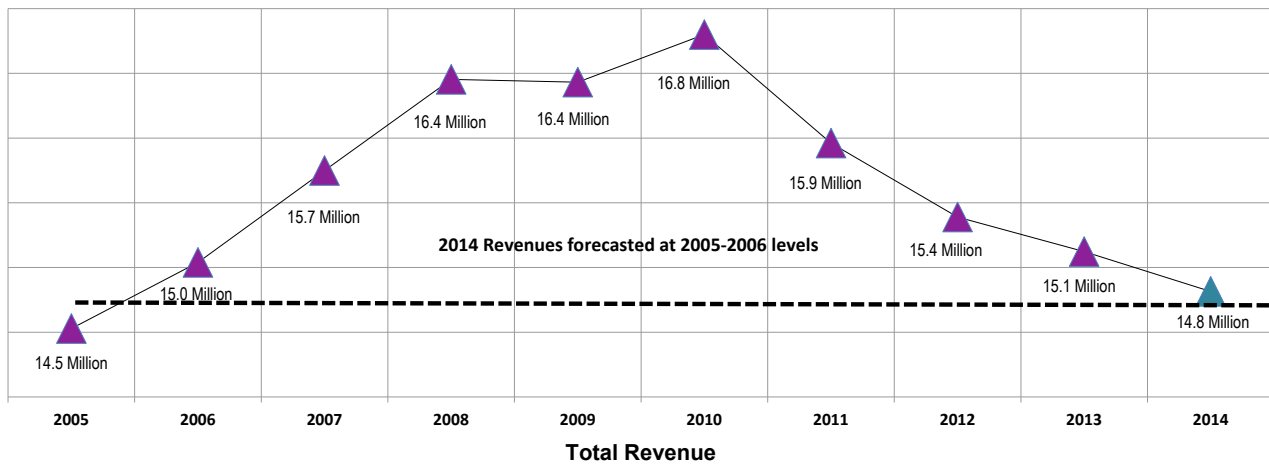
**Kent District Library  
Millage Period  
Actual (2005 - 2013) / Budget (2014 )  
REVENUES**



**Tax Revenues at 0.88 Mills**  
Change in Taxable Value YEAR OVER YEAR during millage period. Taxes levied 2004 - 2013 taken as income 2005 -2014

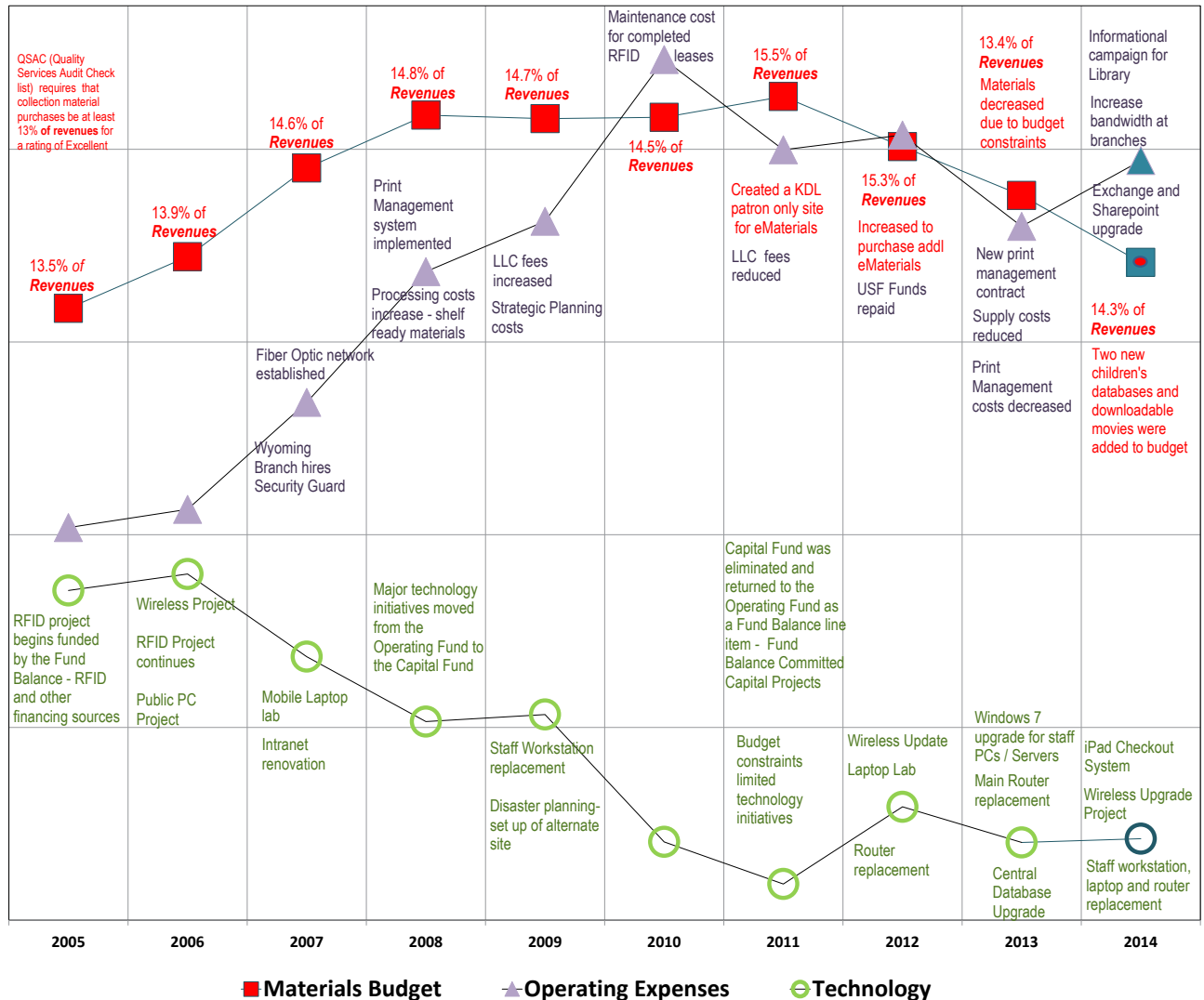
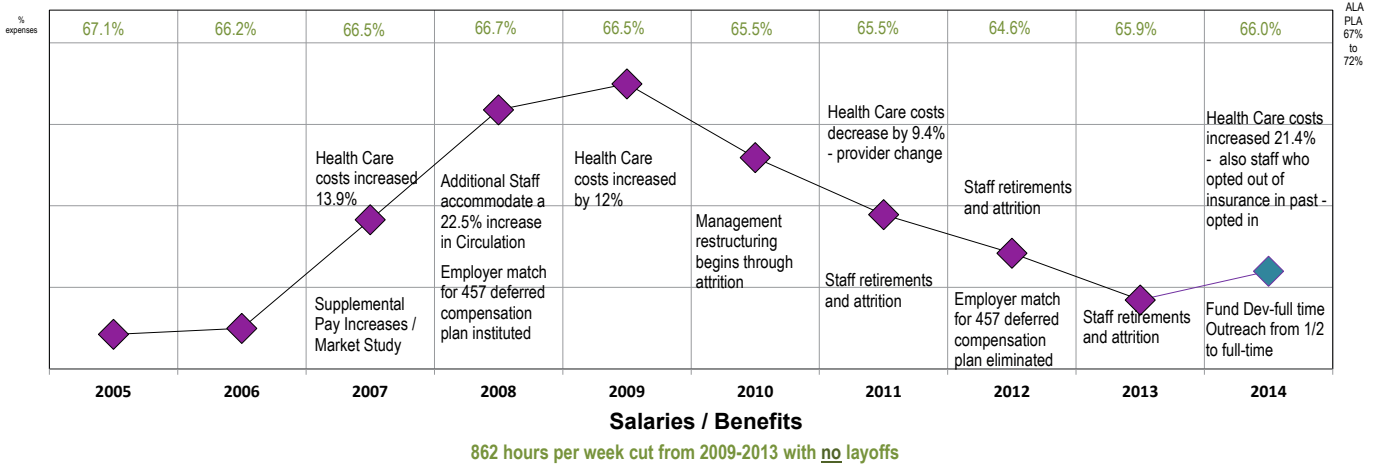


**Other Revenue**  
Graph details changes greater than \$100,000





# Kent District Library Millage Period Actual (2005 - 2013) / Budget 2014 EXPENSES



# Branch Hours

## ALPINE TOWNSHIP BRANCH

5255 Alpine Ave. NW, Comstock Park 49321

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	12:00 to 8:00	9:30 to 5:00	12:00 to 8:00	9:30 to 5:00	12:00 to 5:00	9:30 to 1:30

## ALTO BRANCH

6071 Linfield Ave., Alto 49302

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	9:30 to 1:30	12:00 to 8:00	12:00 to 8:00	1:00 to 5:00		9:30 to 1:30

## BYRON TOWNSHIP BRANCH

8191 Byron Center Ave. SW, Byron Center 49315

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	12:00 to 8:00	9:30 to 8:00	9:30 to 5:00	12:00 to 8:00	9:30 to 5:00	9:30 to 5:00

## CALEDONIA TOWNSHIP BRANCH

6260 92nd St. SE, Caledonia 49316

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	9:30 to 8:00	12:00 to 8:00	9:30 to 5:00	12:00 to 8:00	9:30 to 5:00	9:30 to 5:00

## CASCADE TOWNSHIP BRANCH

2870 Jacksmith Ave. SE, Grand Rapids 49546

### OPEN HOURS

SUN*	MON	TUE	WED	THU	FRI	SAT
1:00 to 5:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 5:00	9:30 to 5:00

\*Closed Sundays in summer (Memorial Day to Labor Day).

## COMSTOCK PARK BRANCH

3943 W. River Dr. NE, Comstock Park 49321

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	9:30 to 8:00	12:00 to 8:00	9:30 to 5:00	12:00 to 8:00	1:00 to 5:00	1:00 to 5:00

## EAST GRAND RAPIDS BRANCH

746 Lakeside Dr. SE, East Grand Rapids 49506

### OPEN HOURS

SUN*	MON	TUE	WED	THU	FRI	SAT
1:00 to 5:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 5:00	9:30 to 5:00

\*Closed Sundays in summer (Memorial Day to Labor Day).

## ENGLEHARDT BRANCH

200 N. Monroe St., Lowell 49331

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	12:00 to 8:00	12:00 to 8:00	12:00 to 8:00	9:30 to 5:00	9:30 to 5:00	9:30 to 1:30

## GAINES TOWNSHIP BRANCH

421 68th St. SE, Grand Rapids 49548

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	12:00 to 8:00	9:30 to 8:00	9:30 to 5:00	12:00 to 8:00	9:30 to 5:00	9:30 to 5:00

## GRANDVILLE BRANCH

4055 Maple St. SW, Grandville 49418

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 5:00	9:30 to 5:00

## KENTWOOD (RICHARD L. ROOT) BRANCH

4950 Breton SE, Kentwood 49508

### OPEN HOURS

SUN*	MON	TUE	WED	THU	FRI	SAT
1:00 to 5:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 5:00	9:30 to 5:00

\*Closed Sundays in summer (Memorial Day to Labor Day).

## KRAUSE MEMORIAL BRANCH

140 E. Bridge St., Rockford 49341

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	9:30 to 8:00	12:00 to 8:00	9:30 to 5:00	12:00 to 8:00	9:30 to 5:00	9:30 to 5:00

## PLAINFIELD TOWNSHIP BRANCH

2650 5-Mile Rd. NE, Grand Rapids 49525

### OPEN HOURS

SUN*	MON	TUE	WED	THU	FRI	SAT
1:00 to 5:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 5:00	9:30 to 5:00

\*Closed Sundays in summer (Memorial Day to Labor Day).

## SAND LAKE/ NELSON TOWNSHIP BRANCH

88 Eighth St., Sand Lake 49343

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	12:00 to 8:00	9:30 to 5:00	12:00 to 8:00		1:00 to 5:00	9:30 to 5:00

## SPENCER TOWNSHIP BRANCH

14960 Meddler Ave., Gowen 49326

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	9:30 to 5:00	12:00 to 8:00	9:30 to 5:00	12:00 to 8:00	12:00 to 5:00	9:30 to 1:30

## TYRONE TOWNSHIP BRANCH

43 S. Main St., Kent City 49330

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
		12:00 to 8:00	9:30 to 5:00	4:00 to 8:00	1:00 to 5:00	9:30 to 1:30

## WALKER BRANCH

4293 Remembrance Rd. NW, Walker 49534

### OPEN HOURS

SUN	MON	TUE	WED	THU	FRI	SAT
	9:30 to 8:00	9:30 to 8:00	9:30 to 5:00	9:30 to 8:00	9:30 to 5:00	9:30 to 5:00

## WYOMING BRANCH

& the Library for the Blind  
and Physically Handicapped  
3350 Michael Ave. SW, Wyoming 49509

### OPEN HOURS

SUN*	MON	TUE	WED	THU	FRI	SAT
1:00 to 5:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 8:00	9:30 to 5:00	9:30 to 5:00

\*Closed Sundays in summer (Memorial Day to Labor Day).

**KDL SERVICE CENTER**, 814 West River Center Dr. NE, Comstock Park, MI 49321

11777BLKKDL

**616-784-2007** — 18 locations, 1 convenient phone number.  
Long distance call 1-877-243-2466.

**Connect with Us**



**KDL**  
Kent District Library

**Information.  
Ideas.  
Excitement!**

KDL will provide accommodations on request for physical access, communications or other needs in order to ensure participation of people with disabilities in services, activities or employment.