2017
STRATEGIC PLAN
UPDATE

KDL
Kent District Library

Information.
Ideas.
Excitement!

KENT DISTRICT LIBRARY
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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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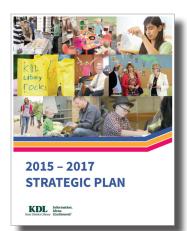
2017 STRATEGIC PLAN UPDATE

2017 BUDGET

2017
STRATEGIC PLAN
UPDATE

KDL's 2015–2017 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.

This 2017 Strategic Plan update is a supplement to the original 2015–17 Strategic Plan. It both reiterates the approved Strategic Plan, and serves as a continuation, with new activities that will help the library achieve the original desired Outcomes related to KDL's service priorities: Engage the Community, Create Young Readers, Support Learning, Cultivate Creativity and Serve Senior Citizens. This Update includes the proposed budget for the 2017 fiscal year.

2015 – 2017
STRATEGIC PLAN

KDL Kent District Library
Information.
Ideas.
Excitement!

STRATEGIC PLAN PRIORITIES & DESIRED IMPACTS

KDL ENGAGES THE COMMUNITY

PRIORITY → **IMPACT**

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.

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 → **IMPACT**

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.

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 → **IMPACT**

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

21st-century literacy requires people to be savvy information consumers and creators.

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 → **IMPACT**

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

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

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

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, all of which have been either fully accomplished, or are in process.

☑ 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.

☑ Align library staff time to devote to mutually-beneficial community partnerships, especially where such partnerships benefit young children and students.

STRATEGIC PLAN
ADDITIONAL 2017 ACTIVITIES

The following 2017 Activities are in addition to those originally outlined in the 2015 – 2017 Strategic Plan. The new activities below are proposed to help the library achieve the desired Outcomes related to KDL's service priorities. Ongoing activities identified in the original Plan will continue. For instance, KDL will continue to offer environments and activities that make reading and learning how to read fun, and the library will continue to offer and improve upon creative opportunities like the Write Michigan Short Story Contest and the Teen Film Festival.

KDL ENGAGES THE COMMUNITY

ACTIVITIES

By January 2017, the KDL Service Center will be recognized as a Bicycle Friendly Business by the League of American Bicyclists promoting bike culture through the KDL Cruisers program, sponsoring Active Commute Week and having bicycle friendly amenities for employees. Plans to expand to additional branches will also be included. **[Administration]**

By January 2017, KDL will add one new adventure per month to the Vamonde app, offering residents a unique way to engage with their community history and current events. **[Communications Department]**

By April, 2017, KDL will create STEAM specific outreach tubs that guarantee availability for outreach events. **[KDL Lab Workgroup]**

By May 2017, KDL will craft a new 3-year strategic plan using Design Think processes that will include research and feedback from local communities and staff focus groups. **[Administration]**

By June 2017, KDL will launch The Leadership Circle, a major donor initiative inviting community members with capacity and inclination to support the programs and services of KDL at a leadership level by learning more about our impact in the community and the importance of their support. **[Fund Development Manager]**

By summer 2017, KDL will partner with Friends of the White Pine Trail to build a White Pine Trail Rest Stop on the trail near the Service Center. Amenities may include a bike repair station and a Little Free Library. **[Manager of Community Engagement]**

By August 2017, KDL will embark on a videogame project to circulate videogame consoles in the Library of Things. **[Director of Innovation and User Experience]**

By September, KDL will create partnerships with local experts who are willing to share their knowledge and present on STEAM based topics and help with programs. **[KDL Lab Workgroup]**

By September 2017, KDL will apply a software upgrade to What's Next so it will better integrate with the CORE database (KDL StoryCompass) down the road. **[Collection Development]**

By December 2017, the **KDL Collection Development** team will work to increase the public's awareness of the KDL collection and what they love. This could include video book talks, radio or TV spots plus assisting the **Materials Advisory Workgroup** on keeping the KDL Recommendations website fresh and frequently updated.

KDL ENGAGES THE COMMUNITY (CONT.)

By December 2017, the **Social Media Workgroup** will review and update the social media content plans by evaluating the reach and engagement of our social media outlets.

KDL CREATES YOUNG READERS

ACTIVITIES

By March 2017, the **Summer Reading Workgroup** will assess summer reading programming and refresh concepts for 2017. Clear expectations for all levels and types of programs will be developed.

By September 2017, KDLville playspaces will have an increased focus on the early literacy practice of "Writing" by providing funding and purchase suggestions to all KDL branches. **[Early Literacy Workgroup]**

By December 2017, the Early Literacy section of www.kdl.org will be fully updated to current KDL design standards and will provide new ideas and printable items that promote early literacy skills to create young readers. **[Early Literacy Workgroup]**

By December 2017, marketing of KDL's early literacy services will result in a 25% increase in web traffic to KDL's Early Literacy website and increase subscription to KDL's Early Lit Bits eNewsletter. **[Communications Department]**

KDL SUPPORTS LEARNING

ACTIVITIES

By February 2017, increase the selection of core classes associated with the Teen Film Festival, to encourage creative group collaboration and build on the Festival's mission to educate young filmmakers. **[Teen Programming Workgroup]**

By June 2017, 2,000 children will have completed KDL's new reading program "KDLand" aimed at promoting reading for fun in grades K–3. **[Communications Department & Youth Services]**

By September 2017, Increase activities available to patron at drop in physical KDL LAB spaces in the branches. **[KDL Lab Workgroup]**

By September 2017, KDL will incorporate a BBQ cook-off into the summer reading events for adults. **[Adult Programming Workgroup]**

By December 2017, develop a group of ongoing programs that introduce STEAM concepts to children ages 6 and younger, providing a foundation for the continued learning of these concepts in school. **[Youth Programming Workgroup]**

KDL CULTIVATES CREATIVITY

ACTIVITIES

By April 2017, have expanded the outreach aspect of the Teen Poetry Contest to include additional poets and/or additional schools, to further reach our youth community. **[Teen Programming Workgroup]**

By April 2017, the Write Michigan Short Story contest will include a Spanish-language story component for all ages with reviewers and judges. **[Manager of Communications and Programming & Director of Innovation and User Experience]**

By September 2017, through active participation and content development for the burgeoning website www.cultured.gr, KDL will become an integral partner in the greater Grand Rapids arts and cultural scene, promoting arts education and creative programming at KDL and enhancing opportunities for partnership with cultural organizations. **[Communications Department]**

KDL SERVES SENIOR CITIZENS

ACTIVITIES

By February 2017, the **Tech Trainers** will develop a document to keep track of their recent and ongoing outreach activities to senior citizens, and show it to the Manager of Community Engagement.

By March 2017, KDL will revive the popular winter reading program for adults. Let It Snow 2.0 will take advantage of the kdl.READsquared.com service and promote the library collection by encouraging adults to explore stories beyond their usual genres. **[Adult Programming & Materials Advisory Workgroups]**

By April 2017, consolidate better outreach practices to reach Senior Citizens; this information will be shared with KDL staff. **[Manager of Community Engagement]**

By May 2017, strengthen the KDL volunteer program making it more efficient for staff and engaging for Senior Citizen volunteers. **[Director of Branch Services and Operations]**

By Fall 2017, the KDL Outreach Department will take over this service from the Patron Services Department and expand this service to Senior Meals on Wheels clients from one route to ten routes. **[Manager of Community Engagement]**

KDL ORGANIZATIONAL COMPETENCIES ANNUAL GOALS

COLLABORATION

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

- ☐ By March 2017, implement a new Programming model that works for multiple branch and staffing sizes to be in place for one year. This model will be based on a Design Think prototype developed by a staff team in the Fall 2016. **[Manager of Communications & Programming with the Director of Innovation & User Experience]**

- ☐ By June 2017, KDL will convene a team to investigate options to develop an app for KDL (and other libraries) using RFID technology which will offer an interactive library experience finding library material and readalikes at each branch location. This team will include KDL staff and local talent with knowledge **[Director of Innovation and User Experience with Interim IT Director]**

- ☐ By June 2017, KDL will investigate and begin to implement recommendations for improving quarterly publications. **[Manager of Communications & Programming, Director of Branch Services and Operations, Director of Innovation and User Experience & Branch Managers]**

- ☐ By October 2017, Kent District Library will enhance our existing partnership with Great Start, promoting storytimes using Every Child Ready to Read and our evaluation process as a best practice for families with children age 0–3. **[Fund Development Manager]**

- ☐ By December 2017, KDL will begin offering Design Think sessions to area libraries in addition to KDL teams as they work to offer innovative library services and problem solve barriers to service. **[Director of Innovation and User Experience]**

CONVENIENCE

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

- ☐ By February 2017, assess summer reading incentives in terms of an appealing prize selection for all levels as well as space allocation available at the Service Center. **[Summer Reading Workgroup & Communication Department]**

- ☐ By March 2017, investigate a new solution to manage the Circulating iPads at Rockford and Lowell who will have their 3-year old iPads replaced. This solution would then be implemented at other locations (or as needed) in 2018. **[IT Department]**

- ☐ By May 2017, continue our efforts of bringing KDL to Farmers Markets to keep promoting our programs (Summer Reading) and other services. Explore other options and requests to bring Summer Reading to area schools as well as other popular community events (i.e. concerts in the park). **[Manager of Community Engagement]**

- ☐ By June 2017, Introduce Instant Message options to improve internal communication between branch staff, Patron Services and Administration. **[IT Department]**

KDL ORGANIZATIONAL COMPETENCIES ANNUAL GOALS (CONT.)

CONVENIENCE (CONT.)

☐ By July 2017, continue our strategic partnership with Gerald Ford Airport, bringing digital content to travelers, reaching new patrons and promoting our digital collection. **[Manager of Community Engagement]**

☐ By September 2017, develop a plan to offer a Free Library to a Hospital, a service to reach patrons in need of reading materials and a way to promote KDL library program and services. **[Manager of Community Engagement]**

☐ By November 2017, continued emphasis on KDL's infrastructure including, building out Servers, Switches, and IT Personnel to provide improved performance and redundant infrastructure to minimize outages of critical systems. **[IT Department]**

FLEXIBILITY

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

☐ By June 2017, Branch Managers will shop at least one other branch evaluating customer service set ups at each facility to encourage a welcoming environment. **[Director of Branch Services and Operations & Director of Innovation and User Experience]**

☐ By August 2017, the **Materials Advisory Workgroup** will offer flexible materials advisory through the development of website-based materials advisory tools and KDL StoryCompass, a Materials Advisory database for the staff and public.

☐ By September 2017, Complete Technology Refresh for the SE Quadrant branches with new Patron Machines & Monitors, Staff Machines & Monitors, Phones, Faster Wifi Access Points, Switches, and other necessary technology. Focus will be put to make the right decision for each community. **[IT Department]**

☐ By December 2017, KDL donors will be provided with the opportunity to designate their gift to the area of their interest through all of our appeal avenues, including, direct mail, on line campaigns and major donor solicitations. **[Fund Development Manager]**

FRIENDLINESS

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

☐ By January 2017, KDL will eliminate overdue fines on all materials. Fees related to materials returned damaged or not returned will continue to be charged. **[Director of Innovation and User Experience & Director of Branch Services and Operations]**

☐ By January 2017, create clarity around KDL's mission and core values ensuring that they are clearly communicated and understood by every employee and that all programs, activities and policies are designed around them. **[Administration]**

FRIENDLINESS (CONT.)

- ☐ By January of 2017, the HR Department will adopt at least one new practice for new hire orientation as identified through the Design Think Process underway in 2016. **[Human Resources Department]**

- ☐ By April 2017, evaluate staff and patron feedback in order to improve the online summer reading sign up and participation experience. **[Summer Reading Workgroup & Communications Department]**

- ☐ By May 2017, design a system wide customer service initiative to be implemented by September 2017. **[Director of Branch Services and Operations & Director of Innovation and User Experience/ Patron Services Manager]**

- ☐ By June 2017, research and develop an implementation plan for an internal communication strategy that increases clarity and fosters collaboration. **[Director of Branch Services and Operations]**

- ☐ By October 2017, Improve customer service at Caledonia and Krause Memorial (Rockford) branches with the installation of new Auto Check in chutes. **[IT Department]**

- ☐ By December 2017, investigate a replacement for KDL's intranet system – InfoPath – before it becomes an end-of-life product. **[IT Department]**

- ☐ By December 2017, the **Materials Advisory Workgroup** will emphasize better customer service in increased staff participation in the Materials Advisory staff development program (CORE).

- ☐ Throughout 2017, the HR Department will either host or participate in job fairs in an effort to strengthen the recruitment of future staff from the communities we serve. **[Human Resources Department]**

INNOVATION

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

- ☐ By January 2017, KDL will adopt Blue Cloud Visibility—a product that will share our catalog records on the Internet, making them searchable by the general public in our geographic area. The searches will link directly to the library's catalog. **[Director of Innovation and User Experience]**

- ☐ In January and July of 2017, two additional cycles of Innovation Awards will be complete. **[Director of Innovation and User Experience]**

- ☐ By March 2017, the **Innovation Team** will develop a new process for submitting new ideas (i.e. innovation) to be considered by KDL. An idea map will also be provided and presented at spring training sessions for KDL staff.

- ☐ By April 2017, the **Innovation Team** will develop specific KDL Innovation training to be used for staff to submit future ideas to the KDL Innovation team.

- ☐ By May 2017, the **Innovation Team** will award opportunities to KDL branches to add circulating specialty objects to their collections (Library of Things).

KDL ORGANIZATIONAL COMPETENCIES ANNUAL GOALS (CONT.)

INNOVATION (CONT.)

☐ By June 2017, new Design Think training for library staff will be available with plans to offer it to other libraries in 2018. **[Director of Innovation and User Experience | Director of Finance]**

☐ By August 2017, find new ways to explore a partnership relationship with our RFID vendor, Bibliotecca. (i.e. Research & Development) **[IT Department]**

☐ By Sept 2017, the **Innovation Team** will survey library patrons to see what kind of objects to circulate in branches to get input on developing this specialized collection that will continue to provide patrons with access to more expensive technologies (Library of Things).

☐ By August 2017, support branches who want to add a Tech Bar to their branch spaces. *(A Tech Bar is a petting zoos similar to what people see in Best Buy where patrons can try new technology. Staff will provide activities and basic instructions to patrons. Technology may vary by branch).* **[IT Department]**

☐ By December 2017, KDL will use Design Think to explore new branch staffing models to better serve the needs of our communities and to better match patron's modern lifestyles. **[Director of Innovation and User Experience & Director of Branch Services and Operations]**

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 February 2017, the **Tech Trainers Workgroup** will identify four potential KDL training topics to share their knowledge with colleagues at quarterlies, based on the tech skills of work group members and the informational needs of KDL staff.

☐ By February of 2017, the HR Department will gather feedback from staff to further understand their needs as employees. This will be achieved through simple surveys as well as more involved "stay interviews." Then, by June of 2017 the HR Department will identify and implement at least two new employee-centric programs which will help to attract and retain employees. **[Human Resources Department]**

☐ By August 2017, study ways to incorporate LEAN manufacturing principles into circulation practices and collection balancing procedures. **[Director of Branch Services and Operations]**

☐ By October of 2017, the HR Department will host a Library Director's Workshop for a limited number of library directors to offer explanation and guidance so that they can adopt staffing best practices. **[Human Resources Department]**

LEARNING (CONT.)

☐ By December 2017, **Youth Specialists** will begin an annual Day of Learning for KDL youth staff. This day will encourage collaboration, teamwork, innovation and learning among a large and vibrant youth services staff.

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 May of 2017, the HR Department will strengthen staff selection processes through greater adoption of applicant testing. **[Human Resources Department]**

2016 STRATEGIC PLAN UPDATE

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STRATEGIC PLAN PRIORITIES & DESIRED IMPACTS

KDL ENGAGES THE COMMUNITY

PRIORITY ➤ **IMPACT**

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

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KDL establishes national role as an early literacy leader.

KDL SUPPORTS LEARNING

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CAMPAIGN PROMISES

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- ☑ 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.

- ☑ Align library staff time to devote to mutually-beneficial community partnerships, especially where such partnerships benefit young children and students.

STRATEGIC PLAN
ADDITIONAL 2016 ACTIVITIES

The following 2016 Activities are in addition to those originally outlined in the 2015 – 2017 Strategic Plan. The new activities below are proposed to help the library achieve the desired Outcomes related to KDL's service priorities: Engage the Community, Create Young Readers, Support Learning, Cultivate Creativity and Serve Senior Citizens. Ongoing activities identified in the original Plan will continue. For instance, KDL will continue to offer environments and activities that make reading and learning how to read fun, and the library will certainly continue to offer and improve upon creative opportunities like the Write Michigan Short Story Contest and the Teen Film Festival.

KDL ENGAGES THE COMMUNITY

OUTREACH

ACTIVITIES
By August 2016, ncrease KDL outreach experiences using new capabilities with the catalog system (MobileCirc) and experiment with new remote service ideas (i.e Farmers Market pop up library, opening up area school libraries for summer reading, partnering with organizations like Senior Meals on Wheels or the Gerald R. Ford airport).

By December 2016, reach out to area businesses with resources available to them through the library and KDL classes available to their employees as an outreach component.

KDL CREATES YOUNG READERS

EARLY LITERACY SERVICES

ACTIVITIES
Incorporate early literacy programming related to *Max and the Tag-along Moon* by Floyd Cooper as the picture book companion to the **KDL Reads** initiative in the spring of 2016.

KDL SUPPORTS LEARNING

EDUCATIONAL PROGRAMS

ACTIVITIES
Expand KDL Lab Experience by implementing 3-year plan to continue growing this learning opportunity for school age children (and beyond).

KDL SUPPORTS LEARNING (CONT.)

EDUCATIONAL PARTNERSHIPS

ACTIVITIES

By Fall 2016, KDL Youth Specialists will offer a Library 101 Workshop focusing on library topics for area school media center specialists, paraprofessionals and volunteers who are new to library service.

COMMUNITY READS

ACTIVITIES

Offer a system-wide **KDL Reads** initiative in April and May 2016 based on *Brown Girl Dreaming*, by Jacqueline Woodson, to include:

- A significant marketing campaign designed to encourage the community to read and engage in meaningful conversations about the themes in *Brown Girl Dreaming*
- Programming on African-American history, culture and the Civil Rights movement
- Programming on poetry, oral history and self-expression for adults and teens

TECHNOLOGY TRAINING

ACTIVITIES

By June 2016, KDL Tech Trainers will develop informational material on databases for use in *Speak to a Geek* and general information interactions.

By November 2016, KDL Tech Trainers will develop and implement a peer-to-peer observation process for all KDL Tech Trainers.

KDL CULTIVATES CREATIVITY

OFFER CREATIVE OPPORTUNITIES

ACTIVITIES

Revamp the April 2016 Teen Poetry Contest as a tie-in to **KDL Reads** with the theme "Find Your Voice," incorporating workshops and visual arts as components to the program.

OFFER INSPIRATION & MOTIVATION

ACTIVITIES

By March 2016, revamp the summer reading program for adults. By August 2016, increase adult summer reading participation to 10,000.

By September 2016, explore options inherent in *Novelist* and *Library Aware* to promote KDL's collection and connect people with what inspires them.

KDL SERVES SENIOR CITIZENS

VOLUNTEERS

ACTIVITIES

By June 2016, investigate utilizing the new SirsiDynix outreach module to implement a volunteer-led home delivery service at three branches.

By November 2016, KDL will solicit volunteers to support four new services to Senior Citizens, such as delivering holds to Senior Meals on Wheels clients and packaging large print books-by-mail for LBPH patrons.

FACILITY

ACTIVITIES

By June 2016, Branch Managers will shop at least one other branch, evaluating the facility for provision of a welcoming environment for Senior Citizens.

OUTREACH

ACTIVITIES

By April 2016, three branches will pilot programs and services for Senior Centers or Assisted Care Facilities, such as reading aloud to Alzheimer's patients, offering consultation services for in-house libraries at these locations or providing popular craft programs.

By August 2016, KDL Tech Trainers will offer services in at least three additional Senior Centers or Assisted Care Facilities.

By October 2016, 12 new Little Free Library boxes or shelves will be installed at Senior Centers or Assisted Care Facilities.

SERVICES

ACTIVITIES

By January 2016, utilize new SirsiDynix outreach module to supplement audio services by providing large print books-by-mail for LBPH patrons.

By September 2016, KDL Youth Specialists will create a brochure of "Fun Things to do With Your Grandchildren" in Kent County.

KDL ORGANIZATIONAL COMPETENCIES ANNUAL GOALS

COLLABORATION

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

- [ ] By December 2016, KDL Youth Specialists will visit 5 medium branches to tour facilities, meet with youth staff and offer information and ideas related to the youth spaces and programming (including outreach).

CONVENIENCE

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

- [ ] By August 2016, branches will explore new staffing models to offset outreach hours.
- [ ] By June 2016, KDL staff will identify new ways to feature the collection and promote materials advisory.
- [ ] By April 2016, new bookmark templates will be used by KDL staff to promote its collections.
- [ ] By February 2016, KDL Youth Specialists will work at other KDL branches to identify LGBT teen materials so they are easily located by staff and patrons.
- [ ] By October 2016, with the new KDL ILS implemented, staff and the Innovation Team will find three new ways to make library use convenient.
- [ ] By November 2016, KDL Communications Department will heavily promote use of the new mobile catalog app, digital collection and online reference databases to increase awareness and usage of 24/7 library services.

FLEXIBILITY

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

- [ ] By June 2016, Branch Managers will shop at least one other branch evaluating senior friendliness at each facility to encourage a welcoming environment for senior citizens.

FRIENDLINESS

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

- [ ] In 2016, the Communications Department will develop promotional material in Spanish for programs at the Alpine Township, Comstock Park and Wyoming branches.
- [ ] Once KDL's new website in available (spring 2016), the Communications Department will perform usability testing and make adjustments to the site as advised on a quarterly basis.

KDL ORGANIZATIONAL COMPETENCIES
ANNUAL GOALS (CONT.)

FRIENDLINESS (CONT.)

☐ By December 2016, KDL's Human Resources 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 2016, an IT Advisory Board will form to review IT project proposals and their progress, help prioritize projects and budget, and support IT in budget preparation and feedback.

☐ KDL's Innovation Team will pilot 3 new ideas in 2016.

☐ In January and June of 2016, two additional cycles of Innovation Grants will be complete.

☐ By December 2016, KDL's New Design Think space will become available for group collaboration and idea entrepreneurship.

☐ By December 2016, KDL will generate solutions to 12 projects, services or problems using Design Think methodology.

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 September 2016, the director of Branch Services and Operations will work with KDL staff and managers to develop a mentor training for new information staff.

☐ By December 2016, KDL information staff will be trained on community engagement concepts to further support KDL outreach efforts.

☐ All new KDL managers will go through ALA *Turning the Page* training in Winter 2016 to help them grow advocacy skills.

☐ By January 2016, the director of Branch Services and Operations updates information staff orientation checklists to direct manager to sign up new staff for instructor training.

☐ By February 2016, an IT Staff person will be assigned to the KDL Tech Trainers workgroup for inclusion about upcoming needs and projects.

☐ By February 2016, KDL Tech Trainers will develop a plan for staff training with the Director of Branch Services and Operations to include quarterly, CLASS sessions and All Staff with plans to record training sessions.

☐ By September 2016, six additional KDL staff members will receive Design Think 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.

☐ By March 2016, the Collection Development Department will report on the patron requests received and how many were ordered/not ordered in 2015.

2015 – 2017 STRATEGIC PLAN

KDL Kent District Library

**Information.
Ideas.
*Excitement!***

KDL VALUES: WHAT WE BELIEVE

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

PRIORITY	INVESTMENTS	ACTIVITIES
Strategic emphasis for KDL	What we put in: budget, staffing, marketing, collection materials, etc.	What we do or create

OUTCOMES	MEASUREMENT	IMPACT!
What happens	How do we know	What difference does it make

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 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.

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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 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 Baldridge 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*

2017 BUDGET

KENT DISTRICT LIBRARY
2017 OPERATING BUDGET

NOTE		2016 Budget 1.2800 Mill	$ INC / (DEC)	% of INC / (DEC)	2017 Budget 1.2800 Mill	% of 2017 Total
	REVENUES:					
1	Tax Revenue	20,338,109	165,624	0.8%	20,503,733	91.76%
2	State Sources	344,164	13,350	3.9%	357,514	1.60%
3	Charges for Services	113,960	27,040	23.7%	141,000	0.63%
4	Fines and Forfeitures	800,000	(350,000)	-43.8%	450,000	2.01%
5	Interest and Rentals	52,421	5,049	9.6%	57,470	0.26%
6	Other Revenue	684,750	151,696	22.2%	836,446	3.74%
	TOTAL REVENUES	22,333,405	12,758	0.1%	22,346,163	100.00%
	EXPENDITURES:					
7	Salaries and Wages	9,847,851	527,168	5.4%	10,375,019	46.43%
8	Employee Benefits	3,060,507	77,674	2.5%	3,138,181	14.04%
9	Supplies	376,243	1,414	0.4%	377,657	1.69%
10	Professional & Contractual Svs	1,151,544	337,695	29.3%	1,489,239	6.66%
11	Other Services / Charges	3,023,765	(62,163)	-2.1%	2,961,602	13.25%
12	Collection Expense	1,270,613	8,187	0.6%	1,278,800	5.72%
13	Capital - Collection	2,084,682	(308,862)	-14.8%	1,775,820	7.95%
14	Capital - Technology	854,400	20,600	2.4%	875,000	3.92%
15	Capital - Office Equip & Furn	663,800	(588,955)	-88.7%	74,845	0.33%
	TOTAL EXPENDITURES	22,333,405	12,758	0.1%	22,346,163	100.00%
16	**EXCESS OVER / UNDER**	(0)	0	0%	(0)	0.0%

2016 Materials Budget	3,355,295	**2017 Materials Budget**	3,054,620
as a % of 2016 Total Revenues	*15.0%*	*as a % of 2017 Total Revenues*	*13.7%*
2016 Staff Budget	12,908,359	**2017 Staff Budget**	13,513,200
as a % of 2016 Total Expenditures	*57.8%*	*as a % of 2017 Total Expenditures*	*60.5%*

KENT DISTRICT LIBRARY
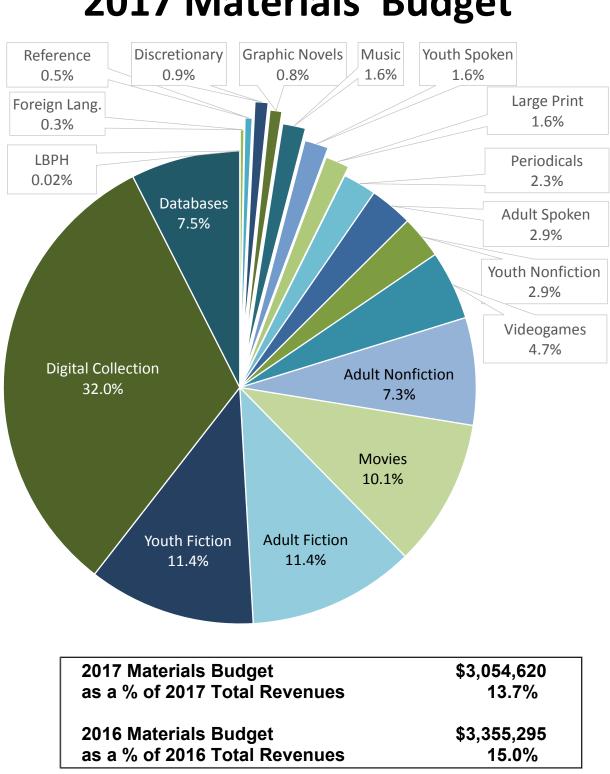## 2017 OPERATING BUDGET (*Supplemental Information*)

	2016 BUDGET 1.2800 Mill	$ INCREASE/ (DECREASE)	% of Increase/ (Decrease)	2017 Budget 1.2800 Mill	% of 2017 Total
REVENUES:					
Property Taxes - Current Taxes	20,037,192	193,900	1.0%	20,231,092	90.53%
Prop Tax - IFT Taxes	272,417	(29,276)	-10.7%	243,141	1.09%
Prop Tax - Delinquent Taxes	20,000	0	0.0%	20,000	0.09%
Payment In Lieu of Taxes	8,500	1,000	11.8%	9,500	0.04%
State Prop Tax Reimb/Ren Zone	59,514	0	100.0%	59,514	0.27%
State Grants	284,650	13,350	4.7%	298,000	1.33%
Other Grants	70,000	0	100.0%	70,000	0.31%
Universal Service Fund - eRate	250,000	173,696	100.0%	423,696	1.90%
Facsimile Fees	200	(200)	100.0%	-	0.00%
Printing/Copier Fees	93,760	(27,760)	-29.6%	66,000	0.30%
Replacement Fees - Materials	5,000	70,000	1400.0%	75,000	0.34%
Book Sale Revenue	15,000	(15,000)	-100.0%	-	0.00%
Svs Rendered - Consulting	50,000	(25,000)	100.0%	25,000	0.11%
Penal Fines	450,000	0	0.0%	450,000	2.01%
Overdue Fines	350,000	(350,000)	-100.0%	-	0.00%
Interest Earned - Restricted Funds	-	720	100.0%	720	0.00%
Interest Earned - Prop Taxes	-	750	100.0%	750	0.00%
Interest Earned - Investments	52,421	3,579	6.8%	56,000	0.25%
Lease-What's Next Database	-	3,000	100.0%	3,000	0.01%
Donation - Local Materials	11,750	0	100.0%	11,750	0.05%
Donation - Local Miscelleanous	150,000	0	100.0%	150,000	0.67%
Donations	50,000	15,000	100.0%	65,000	0.29%
Sponsorships	100,000	(15,000)	100.0%	85,000	0.38%
Miscellaneous Income	3,000	0	0.0%	3,000	0.01%
TOTAL REVENUES	22,333,405	12,758	0.1%	22,346,163	100.0%
EXPENDITURES:					
Meeting Compensation	6,000	0	0.0%	6,000	0.03%
Salaries & Wages	9,847,851	527,167	5.4%	10,375,019	46.43%
FICA	753,361	39,479	5.2%	792,840	3.55%
Health Insurance	1,624,107	(18,017)	-1.1%	1,606,091	7.19%
Life Insurance	9,000	5,000	55.6%	14,000	0.06%
Retirement	333,439	67,411	20.2%	400,850	1.79%
Employee Benefit - HSA/Flex	305,600	(11,200)	-3.7%	294,400	1.32%
Workers Comp Ins	30,000	(5,000)	-16.7%	25,000	0.11%
Unemployment	5,000	0	0.0%	5,000	0.02%
Printing & Binding	21,500	(4,000)	-18.6%	17,500	0.08%
Postage	13,000	1,000	7.7%	14,000	0.06%
Office Supplies	98,893	13,574	13.7%	112,467	0.50%
Processing Supplies	200,000	0	0.0%	200,000	0.90%
Audio Visual Supplies	23,000	(8,000)	-34.8%	15,000	0.07%
Printing/Graphic Supplies	2,350	840	35.7%	3,190	0.01%
Lighting Supplies	500	0	0.0%	500	0.00%
Janitorial Supplies	3,000	2,000	66.7%	5,000	0.02%
Professional Svs - Other	59,844	10,656	17.8%	70,500	0.32%
Professional Svs - Consultants	194,809	13,751	7.1%	208,560	0.93%
Professional Svs - Auditing	27,500	(2,500)	-9.1%	25,000	0.11%
Professional Svs - Legal	25,000	(5,000)	-20.0%	20,000	0.09%
Professional Svs - Banking	22,000	(3,912)	-17.8%	18,088	0.08%

EXPENDITURES (cont.):	2016 BUDGET 1.2800 Mill	INCREASE/ (DECREASE)	% of Increase/ (Decrease)	2017 Budget 1.2800 Mill	% of 2017 Total
Membership & Subscriptions	32,133	(932)	-2.9%	31,201	0.14%
Meetings & Honorariums	85,680	24,305	28.4%	109,985	0.49%
Service Contracts	384,515	304,954	79.3%	689,469	3.09%
Payment to Endowment	30,000	0	100.0%	30,000	0.13%
Other Contractual	286,540	5,600	2.0%	292,140	1.31%
Integrated Library System	136,835	8,647	6.3%	145,482	0.65%
OCLC License & Fees	14,500	5,500	37.9%	20,000	0.09%
Voice Telecommunications	70,000	5,000	7.1%	75,000	0.34%
Data Telecommunications	582,496	227,504	39.1%	810,000	3.62%
Mileage Reimbursement	52,500	12,600	24.0%	65,100	0.29%
Gas, Oil, Grease	14,000	(4,000)	-28.6%	10,000	0.04%
Advertising/Promotion	168,750	11,083	6.6%	179,833	0.80%
Employment Advertising	1,000	1,000	100.0%	2,000	0.01%
Utilities	85,000	0	0.0%	85,000	0.38%
Rep & Maint Grounds	25,000	500	2.0%	25,500	0.11%
Rep & Maint Building	30,000	30,000	100.0%	60,000	0.27%
Rep & Maint Equipment	189,200	(189,200)	-100.0%	0	0.00%
Rep & Maint Computers	60,000	0	0.0%	60,000	0.27%
Rentals/Oper Leases & Maint.	127,000	(925)	-0.7%	126,075	0.56%
Local Materials Expense	11,750	0	100.0%	11,750	0.05%
Local Miscelleanous Expense	150,000	0	100.0%	150,000	0.67%
Training - KDL Board	10,400	0	0.0%	10,400	0.05%
Training - KDL Staff	124,000	0	0.0%	124,000	0.55%
Insurance	65,000	15,000	23.1%	80,000	0.36%
Programming	319,500	(26,498)	-8.3%	293,002	1.31%
Property Tax Refunds	50,000	0	0.0%	50,000	0.22%
Branch Maint Fees	384,756	0	0.0%	384,756	1.72%
Technology	363,600	(171,600)	100.0%	192,000	0.86%
Technology - Capital	854,400	20,600	2.4%	875,000	3.92%
Office Equipment & Furniture	663,800	(588,955)	-88.7%	74,845	0.33%
Materials Budget:					
Collection Development	2,084,682	(308,862)	-15%	1,775,820	7.95%
Subscriptions	90,000	(20,000)	-22%	70,000	0.31%
Electronic Resources	1,180,613	28,187	2%	1,208,800	5.41%
TOTAL EXPENDITURES	22,333,405	12,758	0.1%	22,346,163	100.00%
EXCESS OVER / UNDER	0	(0)	0%	(0)	0.0%

Kent District Library
2017 Operating Budget
based on 1.28 Mill Levy

Donations Sponsorships Grants 1.4%

State Sources 1.6%

Charges for Services 0.6%

Other Revenue 2.3%

Interest & Rentals 0.3%

Fines & Forfeitures 2.0%

Tax Revenue 91.8%

REVENUES

Programming 1.3%

Office Eq & Furniture 0.3%

Technology 13.2%

Other Services & Charges 7.2%

Collection 13.7%

Wages & Benefits 60.5%

INDIRECT WAGES 15.6%

DIRECT WAGES 84.4%

Professional & Contractual Services 2.1%

Supplies 1.7%

EXPENDITURES

2017 Materials Budget

Reference 0.5%	Discretionary 0.9%	Graphic Novels 0.8%	Music 1.6%	Youth Spoken 1.6%
Foreign Lang. 0.3%				Large Print 1.6%
LBPH 0.02%				Periodicals 2.3%
		Databases 7.5%		Adult Spoken 2.9%
				Youth Nonfiction 2.9%
				Videogames 4.7%

Digital Collection 32.0%

Adult Nonfiction 7.3%

Movies 10.1%

Youth Fiction 11.4%

Adult Fiction 11.4%

2017 Materials Budget **as a % of 2017 Total Revenues**	**$3,054,620** **13.7%**
2016 Materials Budget **as a % of 2016 Total Revenues**	**$3,355,295** **15.0%**

Kent District Library
2017 Operating Budget

KDL Board Targeted Fund (Cash-on-Hand) Balance = 15 - 20%		Fund Balance %
2017 EOY Target for 15-20% Range	3,351,924	15.0%
	4,469,233	20.0%

EOY Cash Balance Projection-Operating Budget

2016 Budget

Cash & Investments as of 12/31/16 *projected*	5,348,629	

2017 Budget

Anticipated Revenues 1/1/17 - 12/31/17	22,346,163	
Anticipated Expenditures 1/1/17 - 12/31/17	(22,346,163)	
Projected EOY 2017 Cash Balance	**5,348,629**	**23.9%**

EOY Fund Balance Projection-Operating Budget

2016 Budget

Cash & Investments as of 7/31/16	14,217,779	
Accounts Payable as of 7/31/16	(174,028)	
Local Funds as of 7/31/16	(14)	
Adjusted Cash & Investments as of 7/31/16	*14,043,737*	
Prepaid as of 7/31/16	128,013	
Interest Receivable as of 7/31/16	-	
Accounts Receivable as of 7/31/16	-	
Fund Balance as of 7/31/16	*14,171,750*	
Anticipated Operating Revenues 8/01/16 - 12/31/16	1,364,314	
Anticipated Operating Expenditures 8/01/16 - 12/31/16	(10,248,156)	
Fund Balance - Unspendable	(128,013)	
Fund Balance - Assigned by Contributors	(291,438)	
Fund Balance - Restricted by Contributors	(54,026)	
Fund Balance Committed - Capital Projects	(626,566)	
Projected Undesignated Fund Balance Year End 2016	*4,187,865*	**18.4%**
Projected Revenues 2017	22,346,163	
Projected Expenditures 2017	(22,346,163)	
Projected EOY 2017 Undesignated Fund Balance	**4,187,865**	**18.7%**

Note: Expenses for 2017 are $460,692 lower than 2016 (after 2016 Budget Adj #1), increasing the 2017 fund balance by 0.3%

KENT DISTRICT LIBRARY
JUSTIFICATIONS FOR
2017 OPERATING BUDGET

This narrative explains the changes in the 2017 budget compared to 2016. If line items have negligible differences or remain the same from 2016 to 2017, no explanation is provided.

REVENUES

1. Tax Revenue – Increase by **$165,624**, 0.8%.

   The increase reflects a 0.8% increase in taxable value for property in the library district.

2. State Sources – Increase by **$13,350**, 3.9%

   The budget for State Aid estimates a minimal increase of 3.9%, reflecting 2016 revenues while State Property Tax Reimbursement – Renaissance Zone is projected to be the same as the 2016 budget.

3. Charges for Services – Increase by **$27,040**, 23.7%

   Replacement Fees – Materials is increased by *$70,000* because of the change in the collection of overdue fines. Printing / Copying Fees are reduced by *$27,760* due to a proposed fee reduction for color printing from $1.00 to $0.50. Book Sale Revenue has been reduced by *$15,000* as a book sale at the Service Center is no longer feasible due to space constraints. Facsimile Fee revenue has been eliminated as a result of decreased demand, *$200.*

4. Fines and Forfeitures – Decrease by **$350,000**, 43.8%.

   Overdue fines collection has been eliminated for 2017 because of the barrier it creates to access of the library's materials. Lost and Damaged books will still be the responsibility of the patron. Collection of these fines will be reflected in Replacement Fees – Materials which has been increased to reflect the change.

5. Interest and Rentals – Increase by **$5,049,** 9.6%.

   This category includes Restricted Funds, Property Tax, Investment and Operating interest and Rent - Leased Space. The increase is due to expected investment revenues from Restricted Funds, delinquent property taxes and increasing interest rates.

6. Other Revenue – Increase by **$151,696**, 22.2%. This category includes Other Grants, Services Rendered – Consulting, Universal Service Funds (eRate), Lease-What's Next

Database, Local, Miscellaneous and general Donations, Sponsorships and Miscellaneous Income.

The majority of the increase is due to the Universal Service Fund (eRate) at *$173,696*. The discount rate was unknown in 2015 when budgeting for 2016. The current discount rate for the library is 90%, the highest discount available. Donations, *$15,000* and Sponsorships, *$15,000* eliminate each other. Consulting fees are projected to decrease by *$25,000*. Lease – What's Next Database is projected to increase by *$3,000*. No change is expected in Other Grants, Donation – Local Materials and Local Miscellaneous, and Miscellaneous Income.

EXPENDITURES

7. <u>Salaries and Wages</u> – Increase by **$527,168**, 5.4%.

   The increase represents the following; wage increases for current staff and the use of interns to support libraries activities.

8. <u>Employee Benefits</u> – Increase by **$77,674**, 2.5%. This category includes the payroll tax - FICA, Health Insurance, HSA Benefits, Life Insurance, Retirement, Workers Compensation and Unemployment.

   FICA and Retirement benefits increased by *$106,890* reflecting the changes in the Salaries and Wages line. Life Insurance is expected to increase by $5,000 due to a change in offerings. Health Insurance and HSA decrease by *$29,217* reflecting expected premiums. Workers Compensation is decreased by *$5,000* due to staffing and experience rating. Unemployment costs are unchanged.

9. <u>Supplies</u> – Increase by **$1,414**, 0.4%. 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.

   Nominal change.

10. <u>Professional & Contractual Services</u> – Increase by **$337,695**, 29.3%. This category includes Professional Services-Other, Consultants, Auditing, Legal, Banking, Service Contracts, Other Contractual, Integrated Library System and OCLC License and Fees.

    The majority of the increase comes from Service Contracts, *$304,954* for Information Technology contract renewals, Microsoft license audit and RFID equipment maintenance which was reclassified from Repairs and Maintenance – Equipment to Service Contracts. Other increases amounting to *$44,154* reflect expected expenditures for Professional Services – Other, Consultants, Integrated Library System, OCLC License and Fees and

Other Contractual. Expected decreases from Professional Services – Auditing, Legal, Banking amount to *$11,413*.

11. <u>Other Services / Charges</u> – Decrease by **$62,163**, 2.1%. This category is comprised of Meeting Compensation, Memberships and Subscriptions, Meetings and Honorariums, Payment to Endowment, Telephone, Data Communications, Mileage Reimbursement, Advertising and Promotion, Employment Advertising, Utilities, Repairs and Maintenance - Grounds, Buildings, Equipment and Computers, Rentals, Operating Leases & Maintenance, Local Materials and Miscellaneous Expense, Training KDL Board and Staff, Insurance, Programming, Tax Refunds, Non-capital Technology and Branch Maintenance Fees.

Significant reductions in this category occur in Repairs and Maintenance – Equipment, *$189,200* (reclassified to Service Contracts) and Non-capital Technology *$171,600* (reflects change in expected non-capital purchases). Decreases are also expected for the following: Membership & Subscriptions *$932,* Programming *$26,498* and Rentals/Operating Leases and Maintenance, *$925*. Data Telecommunications increased by *$227,504* reflecting Wi-Fi Hotspots and the cost of providing internet services to communities without a branch presence. Other increases include: Meetings & Honorariums, *$24,305*; Voice Telecommunications, *$5,000*; Mileage Reimbursement, *$12,600*; Advertising/Promotion, *$11,083*; Employment Advertising, *$1,000*; Repairs & Maintenance Grounds, *$500*; Repairs & Maintenance Building, *$30,000* and Insurance, *$15,000*.

12. <u>Collection Expense</u> – Increase by **$8,187,** 0.06%. This category is comprised of Subscriptions and Electronic Resources.

Nominal change.

13. <u>Capital - Collection</u> – Decrease by **$308,862,** 14.8%. This category is comprised of physical materials, such as books and DVD's.

This category was reduced due to budget constraints.

14. <u>Capital - Technology</u> – Increase by **$20,600,** 2.4%.

The increase is due to a proposed videogame project.

15. <u>Capital - Office Equipment & Furniture</u> – Decrease by **$588,955**, 88.7%.

In 2016, a major building project took place at the Service Center, warehouse space was converted into a Meeting Center. The above change reflects the completion of this project in 2016 there are no major building projects for 2017.

16. Excess Revenues Over Expenditures – The 2017 Operating Budget is a balanced budget with expenditures equaling revenues.

The cash-on-hand at the end of 2017 is projected to be *$5,348,629*, 23.9%. The Unassigned Fund Balance is projected to be *$4,187,865.* This represents approximately 68 days of operating expenditures. The percentage of the Unassigned Fund Balance to expenditures is 18.7%. The Unassigned Fund Balance meets the target specified by the Kent District Library Board of 15% – 20%.

Other Fund Balances

Fund Balance – Unspendable

The Fund Balance - Unspendable is projected to be *$128,013* at year end.

Fund Balance – Assigned by Contributors

The Fund Balance Committed – Assigned by Contributors is projected to be *$291,438* at year end.

Fund Balance – Restricted by Contributors

The Fund Balance Committed – Restricted by Contributors is projected to be *$54,026* at year end.

Fund Balance Committed – Capital Projects

The Fund Balance Committed - Capital Projects is projected to be *$626,566* at year end.

KENT DISTRICT LIBRARY
Financial Overview 2015 - 2024
Current Millage Period

Account	2015 Budget Actual		2016 Budget Approved ~		2017 Budget Proposed		2018 Budget Forecast		2019 Budget Forecast	
REVENUE	*1.2800 Mill*		*1.2800 Mill*		*1.2800 Mill*		*1.2800 Mill*		*1.2800 Mill*	
Property Taxes *	19,731,194	89.2%	20,411,325	90.2%	20,503,733	91.8%	20,701,435	91.9%	21,004,321	92.0%
All Other Revenue	2,390,866	10.8%	2,206,795	9.8%	1,842,430	8.2%	1,813,578	8.1%	1,814,490	8.0%
Total Revenues	22,122,060	100.0%	22,618,120	100.0%	22,346,163	100.0%	22,515,013	100.0%	22,818,811	100.0%
EXPENDITURES										
Salaries/Wages & Benefits	11,206,039	53.8%	12,465,658	54.7%	13,513,200	60.5%	13,883,077	61.7%	14,277,930	62.6%
Materials Budget	3,924,316	18.8%	3,480,295	15.3%	3,054,620	13.7%	3,031,702	13.5%	2,966,445	13.0%
Operating Expenses	1,739,953	8.4%	4,379,251	19.2%	3,127,783	14.0%	2,775,932	12.3%	2,745,388	12.0%
Technology (all Technology expenses)	3,967,206	19.0%	2,481,651	10.9%	2,650,560	11.9%	2,824,302	12.5%	2,829,048	12.4%
Total Expenditures	20,837,513	100.0%	22,806,855	100.0%	22,346,163	100.0%	22,515,013	100.0%	22,818,811	100.0%
Excess/(Shortage)	1,284,547		(188,735) ^		-		-		-	
as a % of Revenue	5.8%		-0.8%		0.0%		0.0%		0.0%	
Total Fund Balance	5,476,642		5,287,907		5,287,907		5,287,907		5,287,907	
Other Fund Balances	1,267,850		1,100,043		1,100,043		632,880		632,880	
Unassigned Fund Balance as	**4,208,792**		**4,187,864**		**4,187,864**		**4,655,027**		**4,655,027**	
a % of Expenditures	**20.2%**		**18.4%**		**18.7%**		**20.7%**		**20.4%**	

Account	2020 Budget Forecast		2021 Budget Forecast		2022 Budget Forecast		2023 Budget Forecast		2024 Budget Forecast	
REVENUE	*1.2800 Mill*		*1.2800 Mill*		*1.2800 Mill*		*1.2800 Mill*		*1.2800 Mill*	
Property Taxes *	21,311,792	92.2%	21,623,917	92.3%	21,945,764	92.4%	22,272,404	92.5%	22,603,908	92.6%
All Other Revenue	1,815,409	7.8%	1,816,336	7.7%	1,817,271	7.6%	1,818,213	7.5%	1,819,164	7.4%
TOTAL REVENUES	23,127,201	100.0%	23,440,253	100.0%	23,763,035	100.0%	24,090,617	100.0%	24,423,072	100.0%
EXPENDITURES										
Salaries/Wages & Benefits	14,549,218	62.9%	14,875,009	63.5%	15,361,546	64.6%	15,758,334	65.4%	15,970,848	65.4%
Materials Budget **	3,006,536	13.0%	3,047,233	13.0%	2,854,596	12.0%	2,890,874	12.0%	2,930,769	12.0%
Operating Expenses	2,710,799	11.7%	2,721,232	11.6%	2,758,278	11.6%	2,659,880	11.0%	2,695,902	11.0%
Technology (Includes ILS & Data lines)	2,860,648	12.4%	2,796,778	11.9%	2,788,614	11.7%	2,781,530	11.5%	2,825,553	11.6%
Total Expenditures	23,127,201	100.0%	23,440,253	100.0%	23,763,035	100.0%	24,090,617	100.0%	24,423,072	100.0%
Excess/(Shortage)	-		-		-		-		-	
as a % of Revenue	0.0%		0.0%		0.0%		0.0%		0.0%	
Total Fund Balance	5,287,907		5,287,907		5,287,907		5,287,907		5,287,907	
Other Fund Balances	632,880		632,880		632,880		632,880		632,880	
Unassigned Fund Balance as	**4,655,027**		**4,655,027**		**4,655,027**		**4,655,027**		**4,655,027**	
a % of Expenditures	**20.1%**		**19.9%**		**19.6%**		**19.3%**		**19.1%**	

~ as of Budget Adj# 1 August 2016
* Property Taxes = Property Tax plus Payment In Lieu of Taxes (DNR land) / *Note - Tax Refunds are included in Operating Expenses
** Materials Budget as a percentage of revenue is: 2015 - 17.7% 2016 - 15.4% 2017 - 13.7%
^ The 2016 $188,735 shortfall is for a capital project, a parking lot expansion at the Service Center. The funds are coming from Fund Balance - Committed for Capital Projects.

KENT DISTRICT LIBRARY
Financial Overview 2005-2024

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. <u>Property Taxes</u> – The percent of change in taxable value levied as ***revenue*** for the period from 2005 to 2016 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%, 2016 = 3.2%, 2017 = 0.53% with the Levy pending approval. The taxable value declined significantly in the years from 2009 to 2014. 2015 marked the first year of positive taxable value since 2010. 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%. In 2015, the equalized value increased to 6.59% the best it has been in eleven years. Equalized value fell in 2016 to 4.74% and taxable values fell to 0.53%, a reduction of 2.7% resulting in a reduction for 2017 revenues.

   In 2016, real property taxes (recorded as income in 2017) increased by 0.53%. The current millage rate for the District is 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 2017 tax projection has not been reduced by the Headlee Amendment. In 2017, property taxes will provide 91.8% of KDL's revenues.

2. <u>Other Revenues</u> – Other Revenues make up 8.2% of the library's income in 2017. They include: State Aid, State Property Tax Reimbursement – Renaissance Zones, Other Grants, Book Replacement Fees, Book Sale Revenue, Printing / Copier Fees, Penal Fines, Overdue Fines, Lease – What's Next Database, Miscellaneous Income, Services Rendered – Consulting, Universal Service Funds (eRate), Donations, Local and Miscellaneous Donations, Sponsorship and Interest Earned on Property Taxes, Investment and Operating cash.

   Other Revenues decreased overall in 2017 by 0.7%. This is due to the elimination of overdue fines to eliminate barriers to access. The remaining line items increased overall,

with a significant increase of 22.2% in Universal Service Funds (eRate) due to the discount rate received in 2016. The same discount rate is expected in 2017 and is carried forward throughout the millage projection. No change is forecasted in Penal Fines revenues, as they are considered an unstable source of revenue.

EXPENDITURES

3. <u>Salaries & Wages</u> – 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 (millage rate of 0.88) is 66% of total expenditures; 2015, 2016 and 2017 (millage rate of 1.28) is 53.8%, 54.7% and 60.5%, respectively. The average projected for the period from 2018-2024 is 63.7%.

4. <u>Materials</u> – 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 2017 is 13.7% of revenues. Projections for the remainder of the millage period vary from 13.5% to a low of 12%, the criteria for the Michigan Library Association's QSAC (Quality Service Audit Checklist) requirements are not met in all millage years. Average percentage of purchased Collection Materials to Revenue for the past millage period was 14.6%. Current millage, 2015-2024 indicates an average of 13.6%.

5. <u>Operating Expenses</u> – 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, Training – Board and Staff, Local Materials and Miscellaneous expense, Michigan Tax Tribunals (tax refunds) and Office Equipment & Furniture. 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 12.3%. The change is due to the way the technology portion of this category is treated. In 2015 – 2024 the technology portion was attributed to Technology so all technology related costs are transparent.

6. <u>Technology</u> – The items that make up this grouping are: items relating to Technology infrastructure – Non-Capital Technology, Capital Technology, Integrated Library System and Data Communications, Professional Services – Consulting, Other Contractual, Service Contracts, Repairs & Maintenance - 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 changed 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. To address the infrastructure issue, technology and technology related expenditures were 19% of all expenses. In 2016, expenses are expected to be 10.9% of all expenses and in 2017, 11.9%. The average for technology expenditures during the period between 2018 and 2024 are projected be 12.0%.

<u>Excess Revenues Over Expenditures</u> – 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 year millage (2014 - 2023), was renewed at 0.88 mills along with an increase of 0.40 mills, making total millage for library services 1.28 mills.

OTHER FUND BALANCES:

<u>Fund Balance - Unspendable</u> – The purpose of this fund balance is recognized dollars that cannot be spent. In the Library's situation it reflects money spent in the current period for a future period. These prepaid funds can also be found in the Library's Balance Sheet in the Asset section. The Fund Balance – Unspendable is estimated to be $128,013.

<u>Fund Balance – Assigned by Contributors</u> – These funds reflect monies that have been donated or granted to the Kent District Library with certain stipulations placed upon their usage by the donor or grantor (e.g. to be used by a certain time, specific program, purchase or purpose). At year end, the Committed Fund Balance – Temporarily Restricted is estimated to be $291,438.

<u>Fund Balance – Restricted by Contributors</u> – These funds are stipulated by the donor to be held in perpetuity. The principal donation may never be used. Only the income resulting from the investment of the donation is available for use.   At year end, the Committed Fund Balance – Permanently Restricted is estimated to be $54,026.

<u>Fund Balance Committed - Capital Projects</u> – 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 is estimated to be $626,566.

Branch Hours

ALPINE TOWNSHIP BRANCH
5255 Alpine Ave. NW, Comstock Park 49321

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

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 6:00	9:30 to 6:00	9:30 to 1:30

BYRON TOWNSHIP BRANCH
8191 Byron Center Ave. SW, Byron Center 49315

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

CALEDONIA TOWNSHIP BRANCH
6260 92nd St. SE, Caledonia 49316

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

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 6:00	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

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	1:00 to 5:00

EAST GRAND RAPIDS BRANCH
746 Lakeside Dr. SE, East Grand Rapids 49506

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 6:00	9:30 to 5:00

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

ENGLEHARDT BRANCH
200 N. Monroe St., Lowell 49331

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 5:00

GAINES TOWNSHIP BRANCH
421 68th St. SE, Grand Rapids 49548

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

GRANDVILLE BRANCH
4055 Maple St. SW, Grandville 49418

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 6:00	9:30 to 5:00

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

KENTWOOD (RICHARD L. ROOT) BRANCH
4950 Breton SE, Kentwood 49508

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 6:00	9:30 to 5:00

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

KRAUSE MEMORIAL BRANCH
140 E. Bridge St., Rockford 49341

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

NELSON TOWNSHIP/SAND LAKE BRANCH
88 Eighth St., Sand Lake 49343

SUN	MON	TUE	WED	THU	FRI	SAT
—	9:30 to 8:00	9:30 to 5:00	12:00 to 8:00	—	9:30 to 6:00	9:30 to 5:00

PLAINFIELD TOWNSHIP BRANCH
2650 5-Mile Rd. NE, Grand Rapids 49525

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 6:00	9:30 to 5:00

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

SPENCER TOWNSHIP BRANCH
14960 Meddler Ave., Gowen 49326

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

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

WALKER BRANCH
4293 Remembrance Rd. NW, Walker 49534

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

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

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 6:00	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

13299BLKKDL

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

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Kent District Library

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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.