

Kent
District
Library



-07-

BOARD OF TRUSTEES
MEETING PACKET
JULY 2021

DRAFT



BOARD OF TRUSTEES

Meeting Agenda

LOCATION

Kent District Library Service & Meeting Center, 814 West River Drive, Comstock Park, MI 49321 or via teleconference.

DATE & TIME

Thursday, July 15, 2021, at 4:30 PM.

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. CONSENT AGENDA*

- A. Approval of Agenda
- B. Approval of Minutes: June 17, 2021
- C. Request late opening of 11:00 AM for the East Grand Rapids Branch on Saturday, September 11, 2021, to accommodate the Rhoades McKee Reed's Lake Triathlon.

4. LIAISON REPRESENTATIVE COMMENTS

5. PUBLIC COMMENTS**

6. 2020 AUDIT REPORT – Maner Costerisan

7. FINANCE REPORTS – June 2021*

8. LAKELAND LIBRARY COOPERATIVE REPORT

9. DIRECTOR'S REPORT – June 2021

10. NEW BUSINESS

- A. Atlanta Capital Investment Presentation
- B. 2021-2023 Strategic Plan Second Quarter Review
- C. Strategic Plan Survey Results Review
- D. Policy Manual Review: Section 2.7 – Beyond Books Collection-*First Reading**
- E. Oath of Office

11. LIAISON REPRESENTATIVE COMMENTS

12. PUBLIC COMMENTS**

13. BOARD MEMBER COMMENTS

14. MEETING DATES

Next Regular Meeting: Thursday, August 19, 2021 – KDL Service & Meeting Center, 4:30 PM or via teleconference.

15. ADJOURNMENT*

* *Requires Action*

** *According to Kent District Library Board of Trustee Bylaws, Article VII, Item 7.1.3, "Public comments will be limited to 3 minutes per person or group and 15 minutes per subject."*

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BOARD OF TRUSTEES

Meeting Minutes

LOCATION

Service + Meeting Center, 814 West River Center Drive, Comstock Park, MI 49321 & teleconference.

DATE + TIME

Thursday, June 17, 2021 at 4:30 PM.

BOARD PRESENT: Shirley Bruursema, Peter Dykhuis, Andrew Erlewein, Sheri Gilreath-Watts, Charles Myers, Tom Noreen, Caitie S. Oliver (teleconference), and Penny Weller

BOARD ABSENT: None.

STAFF PRESENT: Josh Bernstein, Lulu Brown, Sheri Glon (teleconference), Randy Goble, Tricia Hetrick, Kim Lindsay, Brian Mortimore, Christine Mwangi, Elvia Myers, Scott Ninemeier, Kip Odell, Kurt Stevens, Leigh Verburg (teleconference), Vanessa Walstra, Lance Werner, and Carrie Wilson

GUESTS PRESENT: None.

1. CALL TO ORDER

Chair Bruursema called the meeting to order at 4: 31 PM.

2. PLEDGE OF ALLEGIANCE

3. CONSENT AGENDA*

A. Approval of Agenda

B. Approval of Minutes: May 20, 2021

Motion: Ms. Weller moved to approve the consent agenda as presented.

Support: Supported by Ms. Gilreath-Watts.

RESULT: Motion carried.

4. REGIONAL MANAGER UPDATE

- Comstock Park and Plainfield Township Regional Manager I Scott Ninemeier introduced new Regional Manager II Tricia Hetrick. Ms. Hetrick joined KDL 11 years ago as a Youth Paraprofessional. Since then, she has worked primarily at Cascade Township as a Youth, Teen and Adult Librarian throughout her career. She previously completed the Manager-in-Training Program at the Englehardt Branch and leads the Training Advisory Workgroup. Ms. Hetrick is excited about her new role and has always appreciated KDL's mission to "further all people."
- Mr. Ninemeier gave an update on Comstock Park and Plainfield Township Branches:

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- Youth Paraprofessionals Jackie Boss and Leigh Verburg recently went to Brookhaven Estates Mobile Home Park to host a storytime for children who might not otherwise have opportunity to visit the library. There, they were able to introduce the library to 25 children. Additionally, Ms. Boss brought books to students at Mill Creek Middle School since they have not been able to visit the library like in years past. With the Dwight Lydell Park being adjacent to the Comstock Park Branch, the Library is hoping to see an increase in foot traffic this summer.
- Circulation at Plainfield continues to rise, making it the second highest in circulation among all KDL branches. Teen Librarian Kathy Cheney went to Northview High School to promote the Library with new library card information for every elementary school in the district. The Library saw a lot of first time cardholders as a result. Plainfield's Friends of the Library has been running an ongoing book sale in the Library's Program Room since the beginning of February. Mr. Art & Ms. JoAnn Spalding donated a musical bells sculpture that was installed this June. Landscaping will be added in the next two week.

The board asked questions and the staff answered them.

5. LIAISON REPRESENTATIVE COMMENTS – None.

6. PUBLIC COMMENTS** – None.

7. FINANCE REPORTS – May 2021*

The Interim Director of Finance gave a brief overview of the year-to-date financials:

- Cash appears to be up this month, from year to year, around \$391K.
- KDL is 42% through the fiscal year, has received 90% of budgeted revenues, and has spent 41% of budgeted expenditures.
- The three largest checks written for the month of May were to OverDrive, Inc. in the amount of \$350K for electronic collection materials, to Everstream Holding LLC Michigan in the amount of \$179K for a high-bandwidth fiber network and to Priority Health in the amount of \$124K for employee health insurance.
- Atlantic Capital Management Company will virtually attend the July KDL Board of Trustees meeting to present an update on KDL's investment performance. The finance audit team will be in attendance as well.

Motion: Mr. Myers moved to receive and file the May 2021 finance reports as presented.

Support: Supported by Mr. Erlewein.

RESULT: Motion carried.

8. LAKELAND LIBRARY COOPERATIVE REPORT

Chair Bruursema gave the following update on LLC business:

- The LLC Board has now resumed meetings in person, per the Open Meetings Act and expiration of all emergency orders, though committees may continue to meet virtually.

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- Additional State Aid currently outlined in the Michigan Senate budget would put libraries at the \$.50 per capita funding level legislated in 1977.

9. DIRECTOR'S REPORT – May 2021

- Executive Director Werner welcomed new Regional Manager II's Lulu Brown and Tricia Hetrick to the KDL team. Ms. Brown has spent the past decade in the retail industry and is known for being solutions-oriented and outperforming her peers in prior management positions. Ms. Brown credits her successes to listening twice as much as she speaks, to knowing how to leverage her resources and to empowering her team to make the best choices in the moment. Ms. Hetrick has stated that she already has completed her first goal of setting up individual meetings with all Comstock Park and Plainfield Township staff in order to focus on relationship building.
- Executive Director Werner made a statement in light of a recent increase in collections complaints: The Kent District Library supports the principles of intellectual freedom adopted by the American Library Association and as stated in the Library Bill of Rights. KDL assures equal patron access to all library resources within the constraints of Michigan law and patrons are free to select or reject any item in the collection at a personal level; however, individual or group prejudice about a particular item or material in the collection may not preclude its use by others. Parents or legal guardians have the right and responsibility to restrict their children's access to certain library resources and should so advise their children on the services, materials and/or facilities they do not want them to use. The Library and library staff cannot assume these functions of parental authority.
- Director of Engagement Randy Goble gave an update on Mission: Read! This program helps children learn to love reading and gives parents and caregivers the proper tools to help their children meet the required proficiencies of Michigan's Read by Grade Three Law. For three years, KDL has partnered with the Grand Rapids Public Library (GRPL), the Literacy Center of West Michigan, and the Kent Intermediate School District. Unfortunately, GRPL recently announced that it no longer wishes to continue the program. In light of this new information, KDL will be re-evaluating how to provide these resources to a community that could really benefit from them.

The Board asked questions of staff and the staff responded.

10. NEW BUSINESS

- A. Policy Manual Section 4: Patron Behavior—*First Reading**

Motion: Mr. Myers moved to approve changes to the KDL Policy Manual Section 4: Patron Behavior as presented.

Support: Supported by Ms. Weller.

RESULT: Motion carried.

11. LIASON REPRESENTATIVE COMMENTS – None.

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12. PUBLIC COMMENTS** – None.

13. BOARD MEMBER COMMENTS

Ms. Bruursema – Chair Bruursema reiterated KDL’s stance on intellectual freedom and expressed her enthusiastic support.

Mr. Erlewein – Mr. Erlewein is impressed with the way KDL is reaching out to help and support local communities that have been traditionally underserved in the past.

Mr. Dykhuis – Mr. Dykhuis gave a warm welcome to Regional Manager II’s Ms. Brown and Ms. Hetrick, noting that he appreciates KDL’s willingness to both promote from within and recruit external candidates in order to find the best fit for the job.

Ms. Gilreath-Watts – Ms. Gilreath-Watts stated that it is a wonderful season to be a part of the KDL family and she is so honored to be serving on the board.

Mr. Myers – Mr. Myers attended the Marion Robinson Aquarium ribbon cutting and was impressed with the stunning water feature.

Mr. Noreen – No comments.

Ms. Oliver – Ms. Oliver is saddened by the news that GRPL has decided not to continue partnering with KDL on Mission: Read! Lastly, she is proud of KDL’s stance on intellectual freedom.

Ms. Weller – No comments.

14. MEETING DATES

Regular Meeting: Thursday, July 15, 2021 – Kent District Library Service and Meeting Center or via teleconference, 4:30 PM.

15. ADJOURNMENT

Motion: Mr. Dykhuis for adjournment at 5:36 PM.

Support: Supported by Ms. Weller.

RESULT: Motion carried.



ADMINISTRATIVE APPROVAL FOR DISTRIBUTION

28 June 2021

Board of Trustees
Kent District Library
814 West River Center Dr. NE
Comstock Park, MI 49321

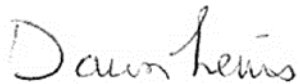
Dear Board of Trustees:

I am requesting a late opening of 11:00 AM for the East Grand Rapids branch on Saturday, September 11, 2021 to accommodate the Rhoades McKee Reed's Lake Triathlon.

The triathlon draws many participants and spectators, and begins and ends at the East Grand Rapids Community Center. Many streets in East Grand Rapids are blocked off for an extended time, including the street in front of the library. Given the inability of customers and staff to access the library during the event, I would like to open the library later than normal to provide the necessary time for the streets to reopen.

Thank you for your consideration.

Respectfully,

A handwritten signature in cursive script that reads "Dawn Lewis".

Dawn Lewis, Regional Manager I
East Grand Rapids Branch and Amy Van Andel Library
CC: Lance Werner, KDL Executive Director

June 18, 2021

To the Board of Trustees
Kent District Library

In planning and performing our audit of the financial statements of Kent District Library as of and for the year ended December 31, 2020, in accordance with auditing standards generally accepted in the United States of America, we considered Kent District Library's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Library's internal control. Accordingly, we do not express an opinion on the effectiveness of the Library's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. However, during our audit, we noted certain matters involving internal controls and other operational matters that are presented for your consideration. This letter does not affect our report dated June 18, 2021 on the financial statements of Kent District Library. We will review the status of these comments during our next audit engagement. Our comments and recommendations, all of which have been discussed with appropriate members of management, are intended to improve internal controls or result in other operating efficiencies. We will be pleased to discuss these comments in further detail at your convenience, perform any additional study of these matters, or assist you in implementing the recommendations. Our comments are summarized as follows:

Currently, the Library does not maintain any activity in the general ledger related to the defined benefit pension plan, which is presented as a fiduciary fund. Though the funds are accounted for in a fiduciary fund, and therefore do not belong to the Library, and because of the nature of the fund and the related governing body, the detail of this fiduciary fund should be maintained in the Library's accounting system. The Library is also in the process of creating additional funds for reporting. We would recommend that the Library account for all funds on the general ledger system.

We will review the status of these comments during our next audit engagement. We have already discussed many of these comments and suggestions with various Library personnel, and we will be pleased to discuss them in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations. This report is intended solely for the information and use of Kent District Library management, and others within the Library, and is not intended to be and should not be used by anyone other than these specified parties. We appreciate the cooperation we received from your staff during our engagement and the opportunity to be of service.

Very truly yours,

Maner Costerisan PC

June 18, 2021

To the Board of Trustees
Kent District Library

We have audited the financial statements of Kent District Library for the year ended December 31, 2020, and have issued our report thereon dated June 18, 2021. Professional standards require that we provide you with the following information related to our audit.

Our Responsibility under U.S. Generally Accepted Auditing Standards

As stated in our engagement letter, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America. Our audit of the financial statements does not relieve you or management of your responsibilities.

Planned Scope and Timing of the Audit

We performed the audit according to the planned scope and timing previously communicated to you.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by Kent District Library are described in Note 1 to the financial statements. During 2020, the Library implemented Governmental Accounting Standard Board No. 84, *Fiduciary Activity* and No. 88, *Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements*. We noted no transactions entered into by the Library during the year for which there is a lack of authoritative guidance or consensus. There are no significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

Estimates have been used to calculate the net pension asset. The estimated asset is approximately \$14,266,429.

Management's estimated in calculating the liability for compensated absences:

The estimated liability is approximately \$713,677. We evaluated the key factors and assumptions used to develop the balance of employee compensated absences in determining that it is reasonable in relation to the financial statements taken as a whole.

Management's determination of the estimated life span of the capital assets:

We evaluated the key factors and assumptions used by management to develop the estimated life span of the capital assets in determining that it is reasonable in relation to the financial statements taken as a whole.

The disclosures in the financial statements are neutral, consistent, and clear. Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosure affecting the financial statements was:

The disclosure of the pension plan in the notes to the financial statements describes that the contributions are determined based on an actuarial valuation.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated June 18, 2021.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a “second opinion” on certain situations. If a consultation involves application of an accounting principle to the Library’s financial statements or a determination of the type of auditor’s opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Library’s auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

With respect to the supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with U.S. generally accepted accounting principles, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

This information is intended solely for the use of the Board of Trustees and management of Kent District Library and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

Maney Costerian PC

KENT DISTRICT LIBRARY

REPORT ON FINANCIAL STATEMENTS
(with required supplementary information)

YEAR ENDED DECEMBER 31, 2020

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INDEPENDENT AUDITOR'S REPORT

To the Board of Trustees
Kent District Library

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activity, the major fund, and the aggregate remaining fund information of the Kent District Library as of and for the year ended December 31, 2020, and the related notes to the financial statements, which collectively comprise the Library's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the basic financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activity, the major fund, and the aggregate remaining fund information as of December 31, 2020, and the respective changes in financial position and, where applicable, cash flow thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and the required supplementary information, as identified in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Maney Costain PC

June 18, 2021

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the Kent District Library (the Library), we offer readers of the Kent District Library's financial statements this narrative overview and analysis of the financial activities of the Kent District Library for the fiscal year ended December 31, 2020.

FINANCIAL HIGHLIGHTS

Governmental-Wide

- The assets and deferred outflows of the Library exceeded its liabilities and deferred inflows at the close of the most recent fiscal year by \$30,739,820 (net position). Of this amount, \$12,680,469 (unrestricted net position) may be used to meet the Library's ongoing obligations to citizens and creditors.
- The Library's total net position increased by \$1,681,177.

Fund-Level

Governmental Funds

- As of the close of the 2020 fiscal year, the Library's governmental funds reported ending fund balance of \$13,775,757, an increase of \$188,897 in comparison with the prior year.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$6,811,702 or 27% of total general fund expenditures, exceeding the Kent District Library Board's fund balance minimum of 15% to 20% of expenditures.

Proprietary Fund

- The Library's enterprise fund was closed in the current year, with the remaining fund balance of \$2,894 transferred to the general fund.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the Library's basic financial statements. The Library's basic financial statements are comprised of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains required supplementary information in addition to the basic financial statements themselves.

Government-Wide Financial Statements. The *government-wide financial statements* are designed to provide readers with a broad overview of the Library's finances, in a manner similar to a private-sector business.

The *statement of net position* presents information on all of the Library's assets, deferred outflows of resources, liabilities, and deferred inflows of resources with the difference between the four reported as *net position*. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Library is improving or deteriorating.

The *statement of activities* presents information showing how the Library's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., earned but unused compensated absences).

Both of the government-wide financial statements distinguish functions of the Library that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities of the Library include culture and recreation. The business-type activities of the Library relate to consulting activity.

The government-wide financial statements can be found on pages 12 and 13 of this report.

Fund Financial Statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Library uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Library can be divided into two categories: governmental funds or fiduciary funds.

Governmental Funds. *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on *near-term inflows and outflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide information to facilitate this comparison between *governmental funds* and *governmental activities*.

The Library maintains two individual governmental funds. Information is presented in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balance for the general fund which is considered a major fund and the capital projects fund which is considered a nonmajor fund.

The Library adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund in the required supplementary information.

The basic governmental fund financial statements can be found on pages 14 through 16 of this report.

Proprietary Funds. The Library maintains one type of proprietary fund. Enterprise funds are used to report the same functions as business-type activities in the government-wide financial statements. The Library uses the enterprise fund to account for its consulting activity. This fund was closed during the current year.

Proprietary funds provided the same type of information as the government-wide financial statements, only in more detail.

The basic proprietary fund financial statements can be found on pages 18 through 19 of this report.

Fiduciary Funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statements because the resources of those funds are *not* available to support the Library's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

The fiduciary fund financial statements can be found on pages 20 and 21 of this report.

Notes to the Financial Statements. The notes provide supplementary information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 22 through 42 of this report.

Other Information. In addition to the basic financial statements and accompanying notes, this report also presents certain *required supplementary information* concerning the Library's progress in funding its obligation to provide retirement benefits to its employees and the general fund budget on pages 44 through 47.

Government-Wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of government's financial position. In the case of the Library, assets and deferred outflows of resources exceeded liabilities and deferred inflow of resources by \$30,739,820 at the close of the most recent fiscal year.

\$8,906,131 of the Library's net position (29%) reflects its investment in capital assets (e.g., library books, furniture and equipment), less any related debt, none at year end, used to acquire those assets that is still outstanding. The Library uses these capital assets to provide services to citizens; consequently, these assets are *not* available for future spending.

Kent District Library's Net Position

| | Governmental Activities | | Business-type Activities | | Total | |
|--------------------------------|----------------------------|----------------------|-----------------------------|-----------------|----------------------|----------------------|
| | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 |
| ASSETS | | | | | | |
| Current assets | \$ 39,651,290 | \$ 38,033,374 | \$ - | \$ 2,984 | \$ 39,651,290 | \$ 38,036,358 |
| Pension assets | 14,266,429 | 10,694,591 | - | - | 14,266,429 | 10,694,591 |
| Capital assets | 8,906,131 | 8,923,316 | - | - | 8,906,131 | 8,923,316 |
| TOTAL ASSETS | 62,823,850 | 57,651,281 | - | 2,984 | 62,823,850 | 57,654,265 |
| Deferred outflows of resources | 258,046 | 131,422 | - | - | 258,046 | 131,422 |
| LIABILITIES | | | | | | |
| Long-term liabilities | 713,677 | 474,095 | - | - | 713,677 | 474,095 |
| Other liabilities | 1,261,431 | 1,000,519 | - | - | 1,261,431 | 1,000,519 |
| TOTAL LIABILITIES | 1,975,108 | 1,474,614 | - | - | 1,975,108 | 1,474,614 |
| DEFERRED INFLOW OF RESOURCES | 30,366,968 | 27,252,430 | - | - | 30,366,968 | 27,252,430 |
| NET POSITION | | | | | | |
| Investment in capital assets | 8,906,131 | 8,923,316 | - | - | 8,906,131 | 8,923,316 |
| Restricted contributions | 381,611 | 355,381 | - | - | 381,611 | 355,381 |
| Restricted for pension | 8,771,609 | 7,019,578 | - | - | 8,771,609 | 7,019,578 |
| Unrestricted | 12,680,469 | 12,757,384 | - | 2,984 | 12,680,469 | 12,760,368 |
| TOTAL NET POSITION | \$ 30,739,820 | \$ 29,055,659 | \$ - | \$ 2,984 | \$ 30,739,820 | \$ 29,058,643 |

The unrestricted net position of \$12,680,469 may be used to meet the Library's ongoing obligations to citizens and creditors.

At the end of the current fiscal year, the Library is able to report positive balances in all categories of net position for its governmental activities.

The Library's net position increased by \$1,681,177 during the current fiscal year. The majority of the increase can be attributed to increased property tax revenue.

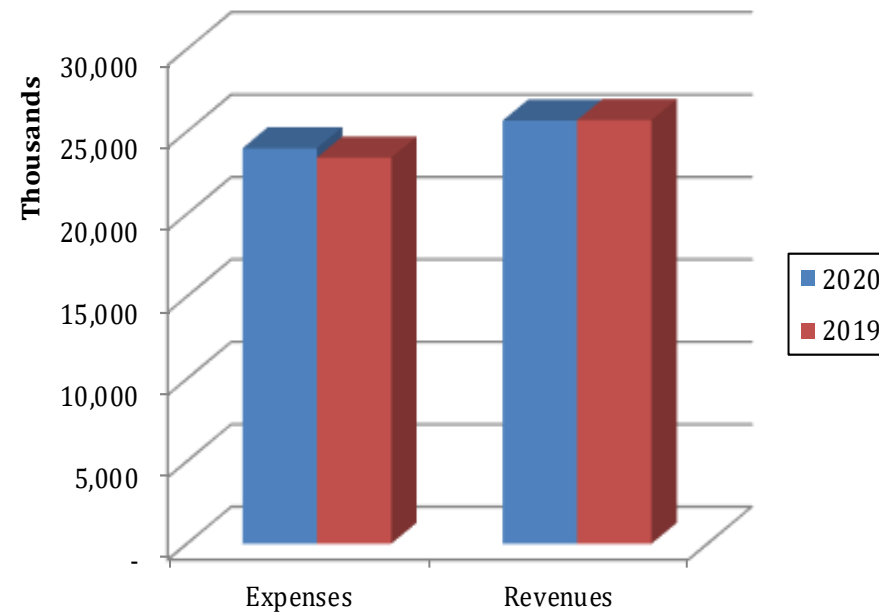
Governmental Activities. Governmental activities increased the Library's net position by \$1,684,161 and the business-type activities decreased net position by \$2,984. Key elements are as follows:

Kent District Library's Changes in Net Position

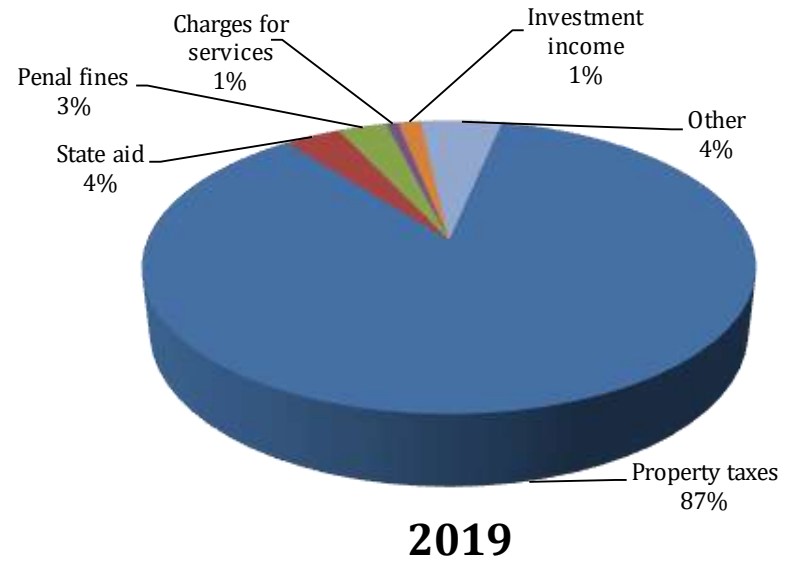
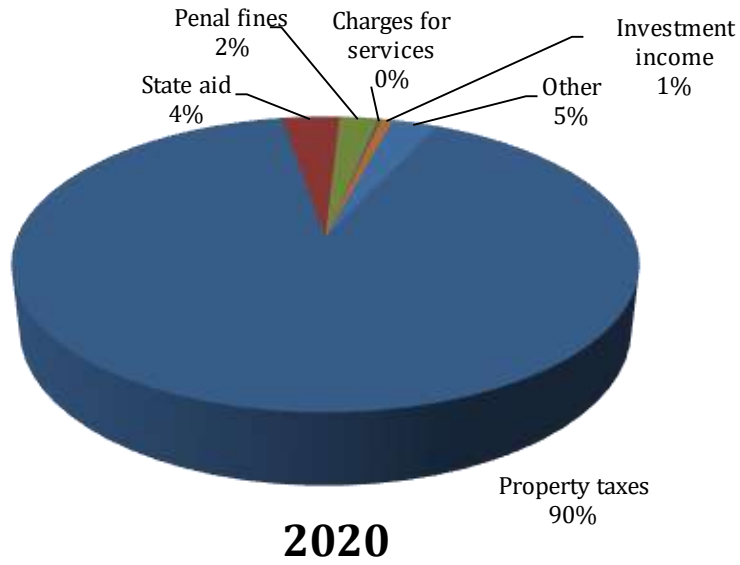
| | Governmental Activities | | Business-type Activities | | Total | |
|---|----------------------------|----------------------|-----------------------------|-----------------|----------------------|----------------------|
| | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 |
| REVENUES | | | | | | |
| Program revenues | | | | | | |
| Charges for services | \$ 42,072 | \$ 192,717 | \$ - | \$ 21,573 | \$ 42,072 | \$ 214,290 |
| General revenues | | | | | | |
| Property taxes | 23,204,356 | 22,130,099 | - | - | 23,204,356 | 22,130,099 |
| Penal fines | 619,366 | 787,989 | - | - | 619,366 | 787,989 |
| State aid | 907,195 | 905,003 | - | - | 907,195 | 905,003 |
| Investment income | 177,821 | 369,488 | - | - | 177,821 | 369,488 |
| Other | 723,107 | 1,313,343 | - | - | 723,107 | 1,313,343 |
| TOTAL REVENUES | 25,673,917 | 25,698,639 | - | 21,573 | 25,673,917 | 25,720,212 |
| EXPENSES | | | | | | |
| Library services | 23,992,740 | 23,421,734 | - | - | 23,992,740 | 23,421,734 |
| Consulting | - | - | - | 20,642 | - | 20,642 |
| TOTAL EXPENSES | 23,992,740 | 23,421,734 | - | 20,642 | 23,992,740 | 23,442,376 |
| OTHER FINANCING SOURCES AND USES | | | | | | |
| Transfers in | 2,984 | - | - | - | 2,984 | - |
| Transfers out | - | - | (2,984) | - | (2,984) | - |
| TOTAL OTHER FINANCING SOURCES AND USES | 2,984 | - | (2,984) | - | - | - |
| Increase (Decrease) in net position | 1,684,161 | 2,276,905 | (2,984) | 931 | 1,681,177 | 2,277,836 |
| Net position, beginning of year | 29,055,659 | 26,778,754 | 2,984 | 2,053 | 29,058,643 | 26,780,807 |
| Net position, end of year | <u>\$ 30,739,820</u> | <u>\$ 29,055,659</u> | <u>\$ -</u> | <u>\$ 2,984</u> | <u>\$ 30,739,820</u> | <u>\$ 29,058,643</u> |

- Overall government activities revenue is down \$24,722 from the prior year. The majority of the decrease is due to reduced penal fines and decreased e-rate funding.
- Business-type activity revenue decreased \$21,573 from the prior year. The decrease can be attributed to the closing of the fund during the current year.
- Governmental expenses increased \$571,006. The decrease can primarily be attributed to an increase in spending on digital materials.
- Business-type expenses decreased \$20,642. The decrease can be attributed to the closing of the fund during the current year.
- Business-type other financing uses increased \$2,984, with the transfer of the remaining fund balance to close the fund in the current year, with a similar increase in governmental other financing sources.

**Kent District Library
EXPENSES AND REVENUES - GOVERNMENTAL ACTIVITIES
DECEMBER 31,**



**Kent District Library
REVENUES BY SOURCE - GOVERNMENTAL ACTIVITIES
DECEMBER 31,**



Financial Analysis of the Government's Funds

As noted earlier, the Library uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental Funds. The focus of the Library's *governmental funds* is to provide information on near-term inflows, outflows, and balances of *spendable* resources. Such information is useful in assessing the Library's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, the Library's governmental funds reported combined ending fund balance of \$13,775,757, an increase of \$188,897 in comparison with the prior year. Approximately 49% of this total amount (\$6,811,702) constitutes *unassigned*, which is available for spending at the Library's discretion. The remainder of fund balance is restricted, non-spendable, committed, or assigned to indicate that it is not available for new spending because it has already been committed to 1) donations (\$381,611), 2) capital projects (\$2,135,600), 3) subsequent year expenditures (\$3,309,146) or 4) prepaid expenses (\$1,137,698).

The general fund is the chief operating fund of the Library. At the end of the current fiscal year, unassigned fund balance of the general fund was \$6,811,702 while total fund balance was \$13,711,555. As a measure of the general fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures. Unassigned fund balance represents 27% of total general fund expenditures, while total fund balance represents 49% of that same amount.

The fund balance of the Library's general fund increased by \$188,897 during fiscal year 2020. A key factor in this increase is as follows:

- Increase in property tax revenue

Proprietary Funds. The Library's proprietary fund financial statements provide the same type of information found in the government-wide financial statements, but in more detail.

Unrestricted net position at the end of the year amounted to \$0, as the fund was closed in the current year.

Capital Asset and Debt Administration

Capital Assets. The Library's investment in capital assets for its governmental activities as of December 31, 2020, amounts to \$8,906,131 (net of accumulated depreciation). This investment in capital assets includes library books and materials, furniture and equipment, and building and building improvements.

Major capital asset events during the current fiscal year included the following:

- New library books and materials
- New computers and technology

Kent District Library's Assets
(Net of Depreciation)

| | <u>Governmental Activities</u> | |
|-----------------------------|--------------------------------|---------------------|
| | <u>2020</u> | <u>2019</u> |
| Buildings | \$ 379,602 | \$ 463,958 |
| Building improvements | 1,730,010 | 846,192 |
| Land improvements | 336,190 | 357,966 |
| Library books and materials | 5,451,121 | 5,240,817 |
| Vehicles | 256,521 | 306,522 |
| Furniture and equipment | 41,397 | 71,468 |
| Land | 440,000 | 440,000 |
| Information technology | 231,675 | 425,531 |
| Construction in progress | 39,615 | 770,862 |
| | <u>\$ 8,906,131</u> | <u>\$ 8,923,316</u> |

Additional information on the Library's capital assets can be found in the notes of this report.

Long-Term Debt. At the end of the current fiscal year, the Library had total debt outstanding of \$713,677. This represents compensated absences earned but not used as of year-end.

Kent District Library's Outstanding Debt

| | <u>Governmental Activities</u> | |
|----------------------|--------------------------------|-------------------|
| | <u>2020</u> | <u>2019</u> |
| Compensated absences | <u>\$ 713,677</u> | <u>\$ 474,095</u> |

The Library's total debt increased by \$239,582 (50.5%) during the current fiscal year.

Additional information on the Library's long-term debt can be found in the notes of this report.

Economic Factors and Next Year's Budgets and Rates

Kent District Library's goal is to maintain and enhance the services that are provided to the public utilizing the most efficient and effective methods. The Library has projected expenditures to exceed revenues in 2021 by \$3,309,146. The Library has a conservative and fiscally responsible budget for the fiscal year 2021 that will support the Library's activities and programs.

Requests for Information

This financial report is designed to provide a general overview of the Library's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to Kent District Library, 814 W. River Center NE, Comstock Park, MI 49321.

BASIC FINANCIAL STATEMENTS

**KENT DISTRICT LIBRARY
STATEMENT OF NET POSITION
DECEMBER 31, 2020**

| | <u>Governmental Activities</u> |
|---|------------------------------------|
| ASSETS | |
| Cash | \$ 5,570,094 |
| Investments | 11,968,687 |
| Receivables | |
| Accounts | 353,761 |
| Taxes | 20,621,050 |
| Prepaid expenses | 1,137,698 |
| Net pension asset | 14,266,429 |
| Capital assets, not being depreciated | 479,615 |
| Capital assets, net of accumulated depreciation | <u>8,426,516</u> |
| TOTAL ASSETS | <u>62,823,850</u> |
| DEFERRED OUTFLOW OF RESOURCES | |
| Pension related items | <u>258,046</u> |
| LIABILITIES | |
| Accounts payable | 852,194 |
| Accrued payroll, taxes and withholding | 409,237 |
| Noncurrent liabilities | |
| Due within one year | 285,471 |
| Due in more than one year | <u>428,206</u> |
| TOTAL LIABILITIES | <u>1,975,108</u> |
| DEFERRED INFLOWS OF RESOURCES | |
| Unavailable revenue | 24,614,102 |
| Pension related items | <u>5,752,866</u> |
| TOTAL DEFERRED INFLOWS OF RESOURCES | <u>30,366,968</u> |
| NET POSITION | |
| Investment in capital assets | 8,906,131 |
| Restricted - contributions | 381,611 |
| Restricted - pension benefits | 8,771,609 |
| Unrestricted | <u>12,680,469</u> |
| TOTAL NET POSITION | <u><u>\$ 30,739,820</u></u> |

**KENT DISTRICT LIBRARY
STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2020**

| Functions/Programs | Expenses | Program Revenues | Net (Expense) Revenue and Changes in Net Position | | |
|---|---------------|----------------------|---|------------------------|-----------------|
| | | Charges for Services | Governmental Activities | Business-type Activity | Total |
| Governmental activities | | | | | |
| Recreation and culture | | | | | |
| Library | \$ 23,992,740 | \$ 42,072 | \$ (23,950,668) | \$ - | \$ (23,950,668) |
| Business-type activity | | | | | |
| Consulting | - | - | - | - | - |
| Total | \$ 23,992,740 | \$ 42,072 | (23,950,668) | - | (23,950,668) |
| General revenues | | | | | |
| Taxes | | | | | |
| Property taxes, levied for general purposes | | | 23,204,356 | - | 23,204,356 |
| Penal fines | | | 619,366 | - | 619,366 |
| State sources | | | 907,195 | - | 907,195 |
| Investment income | | | 177,821 | - | 177,821 |
| Other | | | 723,107 | - | 723,107 |
| Transfers | | | 2,984 | (2,984) | - |
| Total general revenues and transfers | | | 25,634,829 | (2,984) | 25,631,845 |
| Change in net position | | | 1,684,161 | (2,984) | 1,681,177 |
| Net position, beginning of year | | | 29,055,659 | 2,984 | 29,058,643 |
| Net position, end of year | | | \$ 30,739,820 | \$ - | \$ 30,739,820 |

See notes to financial statements.

**KENT DISTRICT LIBRARY
BALANCE SHEET
GOVERNMENTAL FUNDS
DECEMBER 31, 2020**

| | <u>General</u> | <u>Nonmajor Capital Projects</u> | <u>Total Governmental Funds</u> |
|--|-----------------------------|--|---|
| ASSETS | | | |
| Cash | \$ 5,570,094 | \$ - | \$ 5,570,094 |
| Investments | 11,968,687 | - | 11,968,687 |
| Due from other funds | - | 64,202 | 64,202 |
| Receivables | | | |
| Accounts | 353,761 | - | 353,761 |
| Taxes | 20,621,050 | - | 20,621,050 |
| Prepaid expenses | 1,137,698 | - | 1,137,698 |
| TOTAL ASSETS | <u><u>\$ 39,651,290</u></u> | <u><u>\$ 64,202</u></u> | <u><u>\$ 39,715,492</u></u> |
| LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCE | | | |
| LIABILITIES | | | |
| Accounts payable | \$ 852,194 | \$ - | \$ 852,194 |
| Accrued payroll, taxes and withholding | 409,237 | - | 409,237 |
| Due to other funds | 64,202 | - | 64,202 |
| TOTAL LIABILITIES | <u>1,325,633</u> | <u>-</u> | <u>1,325,633</u> |
| DEFERRED INFLOWS OF RESOURCES | | | |
| Unavailable revenue - USF funds | 341,894 | - | 341,894 |
| Unavailable revenue - property taxes | 24,272,208 | - | 24,272,208 |
| TOTAL DEFERRED INFLOWS | <u>24,614,102</u> | <u>-</u> | <u>24,614,102</u> |

See notes to financial statements.

| | General | Nonmajor Capital Projects | Total Governmental Funds |
|--|-------------------|---------------------------------|--------------------------------|
| FUND BALANCE | | | |
| Non-spendable - prepaid expenditures | \$ 1,137,698 | \$ - | \$ 1,137,698 |
| Restricted - donations | 381,611 | - | 381,611 |
| Committed - capital projects | 2,071,398 | - | 2,071,398 |
| Assigned - capital projects | - | 64,202 | 64,202 |
| Assigned - subsequent year expenditures | 3,309,146 | - | 3,309,146 |
| Unassigned | 6,811,702 | - | 6,811,702 |
| TOTAL FUND BALANCE | 13,711,555 | 64,202 | 13,775,757 |
| TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCE | \$ 39,651,290 | \$ 64,202 | \$ 39,715,492 |
| Total governmental fund balances | | | \$ 13,775,757 |
| Amounts reported for governmental activities in the statement of net position are different because: | | | |
| Deferred outflows of resources - related to pension | | | 258,046 |
| Deferred inflows of resources - related to pension | | | (5,752,866) |
| Net pension asset | | | 14,266,429 |
| Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds. | | | |
| Capital assets not being depreciated | | \$ 479,615 | |
| Capital assets being depreciated, net | | 8,426,516 | 8,906,131 |
| Long-term liabilities, such as compensated absences, are not due and payable in the current period and are therefore not reported in the funds. | | | |
| Compensated absences payable | | | (713,677) |
| Net position of governmental activities | | | \$ 30,739,820 |

See notes to financial statements.

KENT DISTRICT LIBRARY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES
IN FUND BALANCES - GOVERNMENTAL FUNDS
YEAR ENDED DECEMBER 31, 2020

| | <u>General</u> | <u>Nonmajor Capital Projects</u> | <u>Total Governmental Funds</u> |
|--|----------------|--|---|
| REVENUES | | | |
| Local sources | | | |
| Property taxes | \$ 23,204,356 | \$ - | \$ 23,204,356 |
| Penal fines | 619,366 | - | 619,366 |
| Charges for services | 42,072 | - | 42,072 |
| Interest income | 177,821 | - | 177,821 |
| Public donations | 306,145 | - | 306,145 |
| Other | 416,962 | - | 416,962 |
| Total local sources | 24,766,722 | - | 24,766,722 |
| State sources | 907,195 | - | 907,195 |
| TOTAL REVENUES | 25,673,917 | - | 25,673,917 |
| EXPENDITURES | | | |
| Current | | | |
| Recreation and culture | | | |
| Salaries and wages | 12,387,934 | - | 12,387,934 |
| Employee benefits | 3,285,355 | - | 3,285,355 |
| Collections | | | |
| Digital | 2,104,908 | - | 2,104,908 |
| Physical | 2,247,242 | - | 2,247,242 |
| Supplies | 808,992 | - | 808,992 |
| Contractual services | 1,180,848 | - | 1,180,848 |
| Programming and outreach | 217,078 | - | 217,078 |
| Maintenance and utilities | 1,622,972 | - | 1,622,972 |
| Staff and board development | 117,844 | - | 117,844 |
| Other | 706,935 | - | 706,935 |
| Capital outlay | 807,896 | - | 807,896 |
| TOTAL EXPENDITURES | 25,488,004 | - | 25,488,004 |
| EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES | 185,913 | - | 185,913 |
| OTHER FINANCING SOURCE | | | |
| Transfers in | 2,984 | - | 2,984 |
| Net change in fund balance | 188,897 | - | 188,897 |
| FUND BALANCE, beginning of year | 13,522,658 | 64,202 | 13,586,860 |
| FUND BALANCE, end of year | \$ 13,711,555 | \$ 64,202 | \$ 13,775,757 |

See notes to financial statements.

**KENT DISTRICT LIBRARY
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND
CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
TO THE STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2020**

Net Change in Fund Balances - Total Governmental Funds **\$ 188,897**

Amounts reported for governmental activities in the statement of activities are different because:

Governmental funds report capital outlays as expenditures. In the statement of activities these costs are allocated over their estimated useful lives as depreciation:

| | |
|---|-------------|
| Depreciation expense | (2,601,721) |
| Gain/loss on disposal of capital assets | (11,990) |
| Capital outlay | 2,596,526 |

Compensated absences are reported on the accrual method in the statement of activities, and reported as an expenditure when financial resources are used in the governmental funds:

| | |
|--|-----------|
| Accrued compensated absences beginning of the year | 474,095 |
| Accrued compensated absences end of the year | (713,677) |

Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds:

| | |
|-----------------------|-----------|
| Pension related items | 1,752,031 |
|-----------------------|-----------|

Change in Net Position of Governmental Activities **\$ 1,684,161**

**KENT DISTRICT LIBRARY
 PROPRIETARY FUND
 STATEMENT REVENUES, EXPENSES
 AND CHANGES IN NET POSITION
 YEAR ENDED DECEMBER 31, 2020**

| | <u>Consulting</u> |
|---------------------------------|--------------------|
| OTHER FINANCING USE | |
| Transfers out | \$ 2,984 |
| Net change in net position | <u>(2,984)</u> |
| NET POSITION, beginning of year | <u>2,984</u> |
| NET POSITION, end of year | <u><u>\$ -</u></u> |

**KENT DISTRICT LIBRARY
PROPRIETARY FUND
STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2020**

| | |
|--|---------------------------|
| | <u>Consulting</u> |
| CASH FLOWS FROM OPERATING ACTIVITIES | |
| Payment to suppliers and other | <u>\$ (14,434)</u> |
| Net cash provided in operating activities | (14,434) |
| CASH | |
| Beginning of year | <u>-</u> |
| End of year | <u><u>\$ -</u></u> |
| RECONCILIATION OF NET OPERATING REVENUES (EXPENSE) TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES | |
| Operating loss | \$ (2,984) |
| Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities | |
| (Increase) decrease in assets | |
| Prepaid expenditures | 19 |
| Transfer to other funds | 2,984 |
| Increase (decrease) in liability | |
| Due to/from other funds | <u>(14,453)</u> |
| Net cash provided by operating activities | <u><u>\$ (14,434)</u></u> |

**KENT DISTRICT LIBRARY
STATEMENT OF FIDUCIARY NET POSITION
DECEMBER 31, 2020**

| | <u>Pension Trust Fund</u> |
|------------------------|-------------------------------|
| ASSETS | |
| Investments | \$ 60,026,580 |
| Receivables | |
| Due from broker | 800,000 |
| Interest and dividends | <u>60,544</u> |
| TOTAL ASSETS | <u>60,887,124</u> |
| LIABILITIES | |
| Overdraft position | <u>800,000</u> |
| NET POSITION | |
| Restricted for pension | <u><u>\$ 60,087,124</u></u> |

KENT DISTRICT LIBRARY
STATEMENT OF CHANGES IN FIDUCIARY NET POSITION
YEAR ENDED DECEMBER 31, 2020

| | Pension Trust Fund |
|--------------------------|-----------------------------|
| ADDITIONS | |
| Contributions | |
| Non-employer | \$ 146,468 |
| Other income | <u>8,729</u> |
| Total contributions | <u>155,197</u> |
| Investment income | |
| Net appreciation | 6,629,195 |
| Interest and dividends | <u>1,000,833</u> |
| Total investment income | 7,630,028 |
| Less investment expense | <u>(77,718)</u> |
| Total investment income | <u>7,552,310</u> |
| Total additions | <u>7,707,507</u> |
| DEDUCTIONS | |
| Benefits paid to members | 2,296,761 |
| Administrative expense | <u>100,588</u> |
| TOTAL DEDUCTIONS | <u>2,397,349</u> |
| CHANGE IN NET POSITION | 5,310,158 |
| NET POSITION | |
| Beginning of year | <u>54,776,966</u> |
| End of year | <u><u>\$ 60,087,124</u></u> |

KENT DISTRICT LIBRARY NOTES TO FINANCIAL STATEMENTS

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Description of Government-Wide Financial Statements

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the non-fiduciary activities of the primary government. *Governmental activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from the *business-type* activity, which rely to a significant extent on fees and charges for support.

Reporting Entity

Kent District Library commenced official operations pursuant to Act No. 24 of the Public Acts of 1989 on July 1, 1994, and is governed by a Board of Trustees (the "Board") consisting of eight members, each appointed by the Kent County Board of Commissioners, according to geographic regions. The Board has the authority to levy property taxes, the power to designate management, and the accountability for all fiscal matters, including budget adoption. The Library provides services to the residents of its district and may enter into contracts to provide library services to municipalities outside of its district.

The Library has determined that no entities should be consolidated into its financial statements as component units as defined by Governmental Accounting Standards Board (GASB). Therefore, the reporting entity consists of the primary government financial statements only. The criteria for including a component unit include significant operational or financial relationships with the Library. The Library does have a fiduciary component unit, as detailed below.

Fiduciary Component Unit

The government reports, as a fiduciary component unit, the *pension trust fund*, which accounts for the activities of the Kent District Library Employees' Retirement Plan, which accumulates resources for pension benefit payments to qualified employees. The primary purpose of the Trust is to provide the necessary funding for the retirement benefits provided to eligible Library employees during retirement. The assets of the Trust are for the exclusive benefit of the participants and their beneficiaries, and the assets shall not be diverted to any other purchase prior to the satisfaction of all liabilities. The assets are protected from any of the Library's creditors. Members of the Board of Directors of the Trust include members of the Library Board of Trustees, as well as Library employees. The Library Board has the ability to exercise oversight responsibility, specifically in the area of designation of management.

Basis of Presentation - Government-Wide Financial Statements

While separate government-wide and fund financial statements are presented, they are interrelated. The governmental activities column incorporates data from the governmental funds, while business-type activity incorporate data from the Library's enterprise fund. Separate financial statements are provided for the governmental funds, proprietary fund and fiduciary fund, even though the latter are excluded from the government-wide financial statements.

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Basis of Presentation - Fund Financial Statements

The fund financial statements provide information about the Library's funds, including its fiduciary fund. Separate statements for each fund category - governmental, proprietary and fiduciary - are presented. The emphasis of fund financial statements is on major governmental funds. The remaining governmental fund is reported as a nonmajor fund. The major individual governmental fund is reported as a separate column in the fund financial statements.

The Library reports the following major governmental fund:

The *general fund* is the Library's primary operating fund. It accounts for all financial resources of the general government. There are no resources required to be accounted for in another fund.

Additionally, the government reports the following nonmajor proprietary fund:

The *consulting fund* accounts for the revenue and expenses related to consulting on management of libraries to third parties. This fund was closed during the current year.

Additionally, the government reports the following nonmajor fund type:

Capital Project Fund - The *capital project fund* accounts for the receipt of proceeds and transfers from the general fund for the purchase of capital assets or construction of major capital projects.

Additionally, the government reports, as a fiduciary fund, the *pension trust fund*, which accounts for the activities of the Kent District Library Employees' Retirement Plan, which accumulates resources for pension benefit payments to qualified employees.

During the course of operations the Library has activity between funds for various purposes. Any residual balances outstanding at year end are reported as due from/to other funds and advances to/from other funds. While these balances are reported in fund financial statements, certain eliminations are made in the preparation of the government-wide financial statements. Balances between the funds included in governmental activities are eliminated so that only the net amount is included as internal balances in the governmental activities column. Similarly, balances between the funds included in business-type activities (i.e., the enterprise funds) are eliminated so that only the net amount is included as internal balances in the business-type activities column.

Further, certain activity occurs during the year involving transfers of resources between funds. In fund financial statements these amounts are reported at gross amounts as transfers in/out. While reported in fund financial statements, certain eliminations are made in the preparation of the government-wide financial statements. Transfers between the funds included in governmental activities are eliminated so that only the net amount is included as transfers in the governmental activities column.

The accounting and financial reporting treatment is determined by the applicable measurement focus and basis of accounting. Measurement focus indicates the type of resources being measured such as *current financial resources* or *economic resources*. The basis of accounting indicates the timing of transactions or events for recognition in the financial statements.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Measurement Focus and Basis of Accounting

The government-wide financial statements (the statement of net position and statement of activities) are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements (the balance sheet and statement of revenue, expenditures, and changes in fund balances) are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be *available* when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, expenditures related to compensated absences, claims, and judgments are recorded only when payment is due. General capital assets acquisitions are reported as expenditures in governmental funds.

Interest associated with the current fiscal period is considered to be susceptible to accrual and so has been recognized as revenue of the current fiscal year. All other revenue items are considered to be measurable and available only when cash is received by the government.

The proprietary and fiduciary funds are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. The fiduciary fund has no measurement focus but utilizes the accrual basis of accounting for reporting its assets and liabilities.

Budgetary Information

Budgetary basis of accounting:

Annual budgets are adopted on a basis consistent with generally accepted accounting principles for the general fund.

The appropriate budget is prepared by fund and function. The legal level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is the function level.

Appropriations in the budgeted fund lapse at the end of the fiscal year even if they have related encumbrances. Encumbrances are commitments related to unperformed (executory) contracts for goods or services (i.e., purchase orders, contracts, and commitments). The Library does not utilize encumbrance accounting.

The budget was amended during the year with supplemental appropriations. The budget was amended prior to December 31, 2020. The Library does not consider the amendments to be significant. Violations, if any, are noted in the required supplementary information sections.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Assets, Liabilities, Deferred Outflows/Inflows of Resources, and Net Position/Fund Balance

Cash and Cash Equivalents

The Library's cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with original maturities of 3 months or less from the date of acquisition.

Investments

In accordance with Michigan Compiled Laws, the Library is authorized to invest in the following investment vehicles:

- a. Bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.
- b. Certificates of deposit, savings accounts, deposit accounts, or depository receipts of a bank which is a member of the Federal Deposit Insurance Corporation (FDIC) or a savings and loan association which is a member of the Federal Savings and Loan Insurance Corporation (FSLIC) or a credit union which is insured by the National Credit Union Administration (NCUA), but only if the bank, savings and loan association, or credit union is eligible to be a depository of surplus funds belonging to the State under section 5 or 6 of Act No. 105 of the Public Acts of 1855, as amended, being Section 21.145 and 21.146 of the Michigan Compiled Laws.
- c. Commercial paper rated at the time of purchase within the three highest classifications established by not less than two standard rating services and which matures not more than 270 days after the date of purchase.
- d. The United States government or federal agency obligations repurchase agreements.
- e. Bankers acceptances of United States banks.
- f. Mutual funds composed of investment vehicles, which are legal for direct investment by local units of government in Michigan.

Michigan Compiled Laws allow for collateralization of government deposits, if the assets for pledging are acceptable to the State Treasurer under Section 3 of 1855 PA 105, MCL 21.143, to secure deposits of State surplus funds, securities issued by the Federal Loan Mortgage Corporation, Federal National Mortgage Association, or Government National Mortgage Association.

Prepaid Expenses

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Assets, Liabilities, Deferred Outflows/Inflows of Resources, and Net Position/Fund Balance (continued)

Capital Assets

Capital assets, which include furniture, equipment, and library books, are reported in the government-wide financial statements. Capital assets are defined by the Library as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year. The total of books purchased during the year are capitalized and are depreciated over five years. The Library has elected not to capitalize rare books. Fully depreciated books are removed from the asset schedule. Such assets are recorded at historical cost or estimated historical cost if purchased. Donated capital assets are recorded at estimated acquisition at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Capital assets of the Library, are depreciated using the straight-line method over the following estimated useful lives.

| <u>Assets</u> | <u>Years</u> |
|-----------------------------|--------------|
| Building | 25 |
| Building improvements | 10 - 15 |
| Land improvements | 15 |
| Vehicles | 5 |
| Library books and materials | 5 |
| Information technology | 5 |
| Furniture and equipment | 5 |

Deferred Outflows/Inflows of Resources

In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, *deferred outflows of resources*, represents a consumption of net position that applies to a future period(s) and so will *not* be recognized as an outflow of resources (expense/ expenditure) until then. The Library only has one item that qualifies for reporting in this category. It is the pension related items reported in the government-wide statement of net position. A deferred outflow is recognized for pension related items and is expensed in the plan year in which it applies.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Assets, Liabilities, Deferred Outflows/Inflows of Resources, and Net Position/Fund Balance (continued)

Deferred Outflows/Inflows of Resources (continued)

In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, *deferred inflows of resources*, represents an acquisition of net position that applies to a future period(s) and so will *not* be recognized as an inflow of resources (revenue) until that time. The Library has three items that qualify for reporting in this category. The first relates to property taxes. The governmental funds and the governmental-wide report unavailable revenues from property taxes. These amounts are deferred and recognized as an inflow of resources in the period that the amounts become available. The second item is the future resources yet to be recognized in relation to the pension accrual calculation. These future resources arise from differences in the estimates used by the actuary to calculate the pension liability and the actual results. The amounts are amortized over a period determined by the actuary. The third relates to USF funds that are received more than 60 days after year-end. These amounts are deferred and recognized as an inflow of resources in the period that the amounts become available.

Pension

For purposes of measuring the net pension asset, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Kent District Library Employees' Retirement Plan and additions to/deductions from the Kent District Library Employees' Retirement Plan's fiduciary net position have been determined on the same basis as they are reported. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

Net Position Flow Assumption

Sometimes the Library will fund outlays for a particular purpose from both restricted (e.g., restricted contributions or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted - net position and unrestricted - net position in the government-wide financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the Library's policy to consider restricted - net position to have been depleted before unrestricted - net position is applied.

Fund Balance Policies

Fund balance of governmental funds is reported in various categories based on the nature of any limitations requiring the use of resources for specific purposes. The Library itself can establish limitations on the use of resources through either a commitment (committed fund balance) or an assignment (assigned fund balance).

The committed fund balance classification includes amounts that can be used only for the specific purposes determined by a formal action of the Library's highest level of decision-making authority. The Board of Trustees is the highest level of decision-making authority for the Library that can, by adoption of a Board action prior to the end of the fiscal year, commit fund balance. Once adopted, the limitation imposed by the Board action remains in place until a similar action is taken (the adoption of another Board action) to remove or revise the limitation.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Assets, Liabilities, Deferred Outflows/Inflows of Resources, and Net Position/Fund Balance (continued)

Fund Balance Policies

Amounts in the assigned fund balance classification are intended to be used by the Library for specific purposes but do not meet the criteria to be classified as committed. The Board of Trustees has by resolution authorized the Director of Finance to assign fund balance. The Board of Trustees may also assign fund balance as it does when appropriating fund balance to cover a gap between estimated revenue and appropriations in the subsequent year's appropriated budget. Unlike commitments, assignments generally only exist temporarily. In other words, an additional action does not have to be taken for the removal of an assignment. Conversely, as discussed above, an additional action is essential to either remove or revise a commitment.

The Library has adopted a minimum unassigned fund balance policy, which states that the Library will maintain a minimum unassigned fund balance of 15% of subsequent year's budgeted operational expenses. This minimum fund balance is to protect against cash flow shortfalls related to timing of projected revenue receipts and to maintain a budget stabilization commitment. If the fund balance falls below the minimum 15% level, Library management will replenish shortages/deficiencies by reducing recurring expenditures to eliminate any structural deficit, increase taxes in accordance with law, fees for services, pursue other funding sources, or some combination of the two options.

Use of Estimates

The process of preparing financial statements in conformity with accounting principles generally accepted in the United States of America requires the use of estimates and assumptions regarding certain types of assets, liabilities, revenues, and expenditures. Such estimates primarily relate to unsettled transactions and events as of the date of the financial statements. Accordingly, upon settlement, actual results may differ from estimated amounts.

Revenues and Expenditures/Expenses

Property Taxes

Property taxes become an enforceable lien on the property as of December 1. Taxes are levied on December 1 and are due in February of the following year. The Library engages other municipalities to bill and collect its own property taxes. Library tax revenues are recognized in the fiscal year following the December 1 levy date. Property taxes levied for the ensuing year's revenue are included in taxes receivable and deferred inflows. Property tax receivables related to delinquent taxes are also deferred unless collected within 60 days of year-end.

Property taxes are levied on each December 1 on the taxable valuation of property as of the preceding December 31. Taxes are considered delinquent on March 1 of the following year, at which time penalties and interest are assessed.

The Library's 2019 tax is levied and collectible on December 1, 2019 and is recognized as revenue in the year ended December 31, 2020 financial statements, when the proceeds of the levy are budgeted and available for the financing operations. The 2019 taxable value of the district totaled \$18,426,752,240 (a portion of which is not captured from all jurisdictions), on which taxes of 1.2661 mills are levied for operating purposes.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenues and Expenditures/Expenses (continued)

Compensated Absences

It is the Library's policy to permit employees to accumulate earned but unused sick and vacation pay benefits. There is no liability for unpaid accumulated sick leave since the Library does not have a policy to pay any amounts when employees separate from service with the Library. All vacation pay is accrued when earned in the government-wide financial statements. A liability for these amounts is reported in governmental funds only if they have matured, for example, as a result of employee resignations and retirements.

NOTE 2 - DEPOSITS AND INVESTMENTS

As of December 31, 2020, the Library had deposits and investments subject to the following risk.

The Library participates in the Kent County Pooled Investment Fund for the Nelson and DuMond Trusts. The Pool is a local government investment pool established under Michigan state statutes for participating Michigan municipalities. The Pool, which is a non-risk categorized qualifying investment, is carried at fair market value. The Pool is not subject to regulatory oversight, is not registered with the SEC. The Pool issues a separate report. The Library's portion of Fund is determined by the percentage held. The Library holds 0.0015% of the Pooled Investment Fund. Per the most recent Financial Overview of Kent County, the Pool's value is \$379,393,465. The Library's portion of this, therefore, is \$56,506. The County investment pool is not rated. Additional information regarding credit risk of the investments held in the County Investment pool can be found in the notes to the financial statements of the County's Comprehensive Annual Financial report.

Custodial Credit Risk - Deposits. In the case of deposits, this is the risk that in the event of a bank failure, the Library's deposits may not be returned to it. As of December 31, 2020, \$5,847,828 of the Library's bank balance of \$6,347,831 was exposed to custodial credit risk because it was uninsured and uncollateralized. The carrying value on the books for deposits at the end of the year was \$5,621,632, which includes the Library's portion of the Kent County Pooled Investment Fund. The Library also had \$4,971 in cash on hand.

Custodial Credit Risk - Investments. For an investment, this is the risk that, in the event of the failure of the counterparty, the Library will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. State law does not require, and the Library does not have, a policy for investment custodial credit risk. The deposit risk of the Kent County Investment Pool is consistent with CDs invested in the pool.

The Library will minimize custodial credit risk, which is the risk of loss due to the failure of the security issuer or backer, by; limiting investments to the types of securities allowed by law; and pre-qualifying the financial institutions, broker/dealers, intermediaries and advisors with which the Library will do business.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 2 - DEPOSITS AND INVESTMENTS (continued)

| Investment type | Fair Value | Weighted average maturity (years) |
|---|-----------------------------|--|
| U.S. Treasury bills, notes, and bonds | \$ 1,298,963 | 0.83 |
| Mortgage backed securities | 2,927,730 | 7.25 |
| Collateralized mortgage obligations | 7,471,477 | 9.29 |
| Federated Government Obligation money market fund | <u>214,011</u> | 0.0027 |
| Total fair value | <u><u>\$ 11,912,181</u></u> | |
| Portfolio weighted average maturity | | <u><u>7.70</u></u> |

1 day maturity equals approximately 0.0027 years.

Credit Risk. State law limits investments in commercial paper and corporate bonds to a prime or better rating issued by nationally recognized statistical rating organizations (NRSROs). Obligations of the U.S. government or obligations explicitly guaranteed by the U.S. government are not considered to have credit risk and do not require disclosure of credit quality. All investments held by KDL are either obligations of or obligations explicitly guaranteed by the U.S. government. There is therefore no required disclosure of credit quality.

Concentration of Credit Risk. The Library will minimize concentration of credit risk, which is the risk of loss attributed to the magnitude of the Library's investment in a single issuer, by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized.

Foreign Currency Risk. The Library is not authorized to invest in investments which have this type of risk.

Fair Value Measurement. The Library is required to disclose amounts within a framework established for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy are described as follows:

Level 1: Quoted prices in active markets for identical securities.

Level 2: Prices determined using other significant observable inputs. Observable inputs are inputs that other market participants may use in pricing a security. These may include prices for similar securities, interest rates, prepayment speeds, credit risk and others.

Level 3: Prices determined using significant unobservable inputs. In situations where quoted prices or observable inputs are unavailable or deemed less relevant, unobservable inputs may be used. Unobservable inputs reflect the Township's own assumptions about the factors market participants would use in pricing an investment and would be based on the best information available.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 2 - DEPOSITS AND INVESTMENTS (continued)

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs. Investments that are measured at fair value using net asset per value per share (or its equivalent) as a practical expedient are not classified in the fair value hierarchy.

| | Level 2 |
|---|-----------------------------|
| Investments by fair value level | |
| U.S. Treasury bills, notes, and bonds | \$ 1,298,963 |
| Mortgage backed securities | 2,927,730 |
| Collateralized mortgage obligations | <u>7,471,477</u> |
| Total investments by fair value level | <u><u>11,698,170</u></u> |
| Investments at net asset value (NAV): | |
| Federated Government Obligation money market fund | <u>214,011</u> |
| Total investments | <u><u>\$ 11,912,181</u></u> |

Investments in Entities that Calculate Net Asset Value Per Share. The Library holds funds in the Federated Government Obligation money market fund, where the fair value of the investments is measured on a recurring basis using net asset value per share (or its equivalent) of the investment companies as a practical expedient. At the year ended December 31, 2020, the fair value, unfunded commitments, and redemption rules of those investments are as follows:

| | Fair Value | Unfunded Commitments | Redemption Frequency, if Eligible | Redemption Notice Period |
|--|-------------------|-------------------------|---|-----------------------------|
| Federated Government Obligation money market fund | <u>\$ 214,011</u> | <u>\$ -</u> | No restrictions | None |

The cash and investments referred to above have been reported in either the cash or investments captions on the financial statements, based upon criteria disclosed in Note 2.

| | |
|--------------------------------|-----------------------------|
| Cash | \$ 5,570,094 |
| Investments - Kent County Pool | 56,506 |
| Investments | 11,912,181 |
| Total cash and investments | <u><u>\$ 17,538,781</u></u> |

Pension

The Kent District Library's Employees' Retirement Plan (the "Plan") investments are maintained separately from the Library's cash and investments and are subject to separate investment policies and state statutes. Accordingly, the required disclosure for the Plan's deposits and investments are presented separately.

Deposits. The Plan does not maintain any checking or other demand/time deposit accounts.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 2 - DEPOSITS AND INVESTMENTS (continued)

Investments. The Michigan Public Employees Retirement Systems' Investment Act, Public Act 314 of 1985, as amended, authorizes the Plan to invest in stocks, government and corporate securities, mortgages, real estate, and various other investment instruments, subject to certain limitations. The Plan has the responsibility and authority to oversee the investment portfolio. The Pension Board of Trustees manages the Plan's assets. All investment decisions are subject to Michigan law and the investment policy established by the Plan.

Interest Rate Risk. In accordance with its investment policy, the Plan will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by; structuring the investment portfolio so that securities mature to meet cash requirements for ongoing obligations, thereby avoiding the need to sell securities in the open market; and, investing operating funds primarily in shorter-term securities, liquid asset funds, money market mutual funds, or similar investment pools and limiting the average maturity in accordance with the Plan's cash requirements.

| Investment type | Fair Value | Weighted average maturity (years) |
|---------------------------------------|---------------------|--|
| U.S. Treasury bills, notes, and bonds | \$ 3,939,805 | 11.38 |
| Corporate bonds, debentures and notes | 4,439,096 | 11.20 |
| Foreign obligations | 593,180 | 8.02 |
| Municipal obligations | 81,600 | 38.56 |
| Mortgage backed securities | 66,882 | 27.31 |
| Collateralized mortgage obligations | 139,315 | 11.96 |
| Asset backed securities | 622,062 | 2.94 |
| Private placements | 37,436 | 5.66 |
| Total fair value | <u>\$ 9,919,376</u> | |
| Portfolio weighted average maturity | | <u>11.36</u> |

1 day maturity equals approximately 0.0027 years.

Concentration of Credit Risk. The Plan will minimize concentration of credit risk, which is the risk of loss attributed to the magnitude of the Plan's investment in a single issuer, by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized. Obligations of the U.S. government or obligations explicitly guaranteed by the U.S. government are not considered to have credit risk and do not require disclosure of credit quality.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 2 - DEPOSITS AND INVESTMENTS (continued)

At December 31, the Plan's investments had the following Standard & Poor's credit ratings:

| Investment type | Fair Value | Rating | | | | |
|---------------------------------------|---------------------|---------------------|-------------------|---------------------|---------------------|---------------------|
| | | AAA | AA1-3 | A1-3 | Baa1 and Below | Unrated |
| U.S. Treasury bills, notes, and bonds | \$ 3,939,805 | \$ 2,612,962 | \$ - | \$ - | \$ - | \$ 1,326,843 |
| Corporate bonds, debentures and notes | 4,439,096 | 60,874 | 246,402 | 1,764,566 | 2,226,849 | 140,405 |
| Foreign obligations | 593,180 | 43,947 | 126,131 | 198,370 | 194,398 | 30,334 |
| Municipal obligations | 81,600 | - | 59,373 | 22,227 | - | - |
| Mortgage backed securities | 66,882 | - | - | - | - | 66,882 |
| Collateralized mortgage obligations | 139,315 | 59,606 | - | - | - | 79,709 |
| Asset backed securities | 622,062 | 420,188 | - | - | - | 201,874 |
| Private placements | 37,436 | - | - | 16,680 | 20,756 | - |
| | <u>\$ 9,919,376</u> | <u>\$ 3,197,577</u> | <u>\$ 431,906</u> | <u>\$ 2,001,843</u> | <u>\$ 2,442,003</u> | <u>\$ 1,846,047</u> |

The Plan's investments are held in a financial institution administered trust fund. Following is a summary of the Plan's investments as of December 31, 2020:

| | Fair Value | | |
|---------------------------------------|----------------------|----------------------|----------------------|
| | Level 1 | Level 2 | Total |
| U.S. Treasury bills, notes, and bonds | \$ - | \$ 3,939,805 | \$ 3,939,805 |
| Corporate bonds, debentures and notes | - | 4,439,096 | 4,439,096 |
| Foreign obligations | - | 593,180 | 593,180 |
| Municipal obligations | - | 81,600 | 81,600 |
| Mortgage backed securities | - | 66,882 | 66,882 |
| Collateralized mortgage obligations | - | 139,315 | 139,315 |
| Asset backed securities | - | 622,062 | 622,062 |
| Private placements | - | 37,436 | 37,436 |
| Money Market mutual funds | 1,004,678 | - | 1,004,678 |
| Fixed income mutual funds | 5,664,083 | - | 5,664,083 |
| Domestic equity funds | 5,872,658 | 22,149,670 | 28,022,328 |
| Global fixed income fund | - | 5,851,692 | 5,851,692 |
| Foreign equity mutual funds | 9,564,423 | - | 9,564,423 |
| Total assets at fair value | <u>\$ 22,105,842</u> | <u>\$ 37,920,738</u> | <u>\$ 60,026,580</u> |

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 3 - INTERFUND RECEIVABLES AND PAYABLES

The composition of interfund balances as of December 31, 2020 is as follows:

| Receivable Fund | Amount | Payable Fund | Amount |
|-----------------------|------------------|--------------|------------------|
| Capital projects fund | <u>\$ 64,202</u> | General fund | <u>\$ 64,202</u> |

The outstanding balances between funds result mainly from cash payments and receipts being made from and received by the general fund. The funds expect to collect or pay out, as applicable, in the subsequent year.

NOTE 4 - CAPITAL ASSETS

The capital assets for the year ended December 31, 2020 were as follows:

| | Balance January 1, 2020 | Additions/ Reclassifications | Deletions/ Reclassifications | Balance December 31, 2020 |
|--|-------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Primary government | | | | |
| Governmental activities | | | | |
| Capital assets not being depreciated | | | | |
| Land | \$ 440,000 | \$ - | \$ - | \$ 440,000 |
| Construction in progress | 770,862 | 13,420 | 744,667 | 39,615 |
| Total capital assets, not being depreciated | 1,210,862 | 13,420 | 744,667 | 479,615 |
| Capital assets being depreciated | | | | |
| Buildings | 2,108,900 | - | - | 2,108,900 |
| Building improvements | 1,638,650 | 1,068,078 | 11,990 | 2,694,738 |
| Land improvements | 423,704 | 7,756 | - | 431,460 |
| Library books and materials | 12,399,484 | 2,241,739 | 1,110,502 | 13,530,721 |
| Vehicles | 412,066 | - | - | 412,066 |
| Information technology | 3,826,544 | 10,200 | - | 3,836,744 |
| Furniture and equipment | 2,022,619 | - | 2,029 | 2,020,590 |
| Total capital assets, being depreciated | 22,831,967 | 3,327,773 | 1,124,521 | 25,035,219 |
| Less accumulated depreciation for | | | | |
| Buildings | 1,644,942 | 84,356 | - | 1,729,298 |
| Building improvements | 792,458 | 172,270 | - | 964,728 |
| Land improvements | 65,738 | 29,532 | - | 95,270 |
| Library books and materials | 7,158,667 | 2,031,435 | 1,110,502 | 8,079,600 |
| Vehicles | 105,544 | 50,001 | - | 155,545 |
| Information technology | 3,401,013 | 204,056 | - | 3,605,069 |
| Furniture and equipment | 1,951,151 | 30,071 | 2,029 | 1,979,193 |
| Total accumulated depreciation | 15,119,513 | 2,601,721 | 1,112,531 | 16,608,703 |
| Total capital assets, being depreciated, net | 7,712,454 | 726,052 | 11,990 | 8,426,516 |
| Total governmental activities, capital assets, net | <u>\$ 8,923,316</u> | <u>\$ 739,472</u> | <u>\$ 756,657</u> | <u>\$ 8,906,131</u> |

Depreciation expense amounted to \$2,601,721.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 5 - LONG-TERM OBLIGATIONS

Changes in Long-Term Liabilities

Long-term liability activity for the year ended December 31, 2020 was as follows:

| | Beginning Balance | Additions | Reductions | Ending Balance | Due within One Year |
|--------------------------|----------------------|------------|------------|-------------------|------------------------|
| Governmental activities: | | | | | |
| Compensated absences | \$ 474,095 | \$ 998,862 | \$ 759,280 | \$ 713,677 | \$ 285,471 |

NOTE 6 - PENSION PLANS

Defined Contribution Retirement Plan

The Library's defined benefit retirement plan closed to new employees on December 31, 2009. Following the closure of the defined benefit plan, the Kent District Library Deferred Compensation Plan (the "Plan") was created in accordance with the Internal Revenue Code, Section 457 and was offered to employees hired after December 31, 2009. The Library will match 100% of an employee's contribution up to 7.5% of the employee's wages, and the difference between 7.5% and 11.5% will be matched at 50%. The Library contributed \$469,544 to the plan for the year ended December 31, 2020.

Defined Benefit Retirement Plan

Plan Description

The Kent District Library Employees' Retirement Plan (the "Plan") is a single-employer defined benefit pension plan covering approximately 40% of the employees of the Library. The Plan provides certain retirement, disability, and death benefits to plan members and beneficiaries. The Plan was established and may be amended by the Library Board of Trustees and is administered by the Library Plan Pension Board. The Pension Board consists of five members, three of whom are appointed by the Library Board and two of whom are elected by fully vested participants. The Plan was closed to new entrants on December 31, 2009.

The Plan issues publicly available financial report that includes financial statements and required supplementary information for the Plan. The financial report may be obtained by contacting the Library.

Benefits Provided

Upon retirement, each vested member receives a benefit equal to 2.25% of the member's final average salary multiplied by years credited service, not to exceed 75% of the member's final average salary. The normal retirement age is 62 and the benefit amount is adjusted for early retirement. The Plan provides for annual post-retirement cost of living adjustments the beginning of each Plan year equal to 1% of the original benefit provided that a corresponding increase occurs in the Consumer Price Index. Retirees begin receiving this adjustment on the first day of the Plan year following 36 months of retirement.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 6 - PENSION PLANS (continued)

Benefits Provided (continued)

Employees Covered by Benefit Terms. At the December 31, 2020, valuation date, the following employees were covered by the benefit terms:

| | |
|--|-------------------|
| Inactive employees or beneficiaries currently receiving benefits | 183 |
| Inactive employees entitled to but not yet receiving benefits | 39 |
| Active employees | <u>87</u> |
| | <u><u>309</u></u> |

Contributions. The Library's funding policy provides for periodic employer contributions at actuarially determined rates that, expressed as percentages of covered payroll, are designed to accumulate sufficient assets to pay benefits when due. The normal cost and actuarial accrued liability are determined using an entry-age actuarial cost method. Unfunded actuarial accrued liability is being amortized as a level dollar over a period of 10 years.

During the year ended December 31, 2020, contributions totaling \$155,197, consisting of \$8,729 of other contributions and \$146,468 employee contributions, were made in accordance with contribution requirements determined by an actuarial valuation of the Plan. Union members' required contribution rate was 3.5% of their covered payroll for plan year 2020. The Library is required to contribute at actuarially determined rates expressed as a percentage of covered payroll. The Library's contribution rate was 0% of annual covered payroll in 2020. Administrative costs of the Plan are financed through investment earnings.

At year end, the Library is current on all required pension plan payments. Amounts accrued at year end for accounting purposes are separately stated in the financial statements as a liability titled accrued retirement. These amounts represent current payments for December paid in January.

Net Pension Asset. The employer's net pension asset was measured as of December 31, 2020, and the total pension asset used to calculate the net pension liability was determined by an annual actuarial valuation as of that date.

Actuarial Assumptions. The total pension liability in the December 31, 2020, annual actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation: 2.5%

Salary increases: 3.5% to 10.1% including inflation

Investment rate of return: 6.75%, net of investment expense, including inflation

Although no specific price inflation assumptions are needed for the valuation, the 2.5% long-term wage inflation assumption would be consistent with a price inflation of 3% - 4%.

Mortality rates used were based on the RP-2014 Mortality Table with 2-dimensional fully generational improvements using MP-2018 projection scale.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 6 - PENSION PLANS (continued)

Benefits Provided (continued)

The long-term expected rate of return on pension plan investments was determined using a model method in which the best-estimate ranges of expected future real rates of return (expected returns, net of investment and administrative expenses and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

| <u>Asset Class</u> | <u>Target Allocation</u> | <u>Long-term Expected Gross Rate of Return</u> | <u>Inflation Assumption</u> | <u>Long-term Expected Real Rate of Return</u> |
|--------------------------------|------------------------------|--|---------------------------------|---|
| Core Bonds | 30% | 5.33% | 2.75% | 2.58% |
| Mutli-Sector Bonds | 10% | 6.17% | 2.75% | 3.42% |
| US Large Cap Equity | 35% | 9.90% | 2.75% | 7.15% |
| US Small Cap Equity | 10% | 11.19% | 2.75% | 8.44% |
| International Developed Equity | 15% | 10.90% | 2.75% | 8.15% |
| Total | 100% | | | |

Discount Rate. The discount rate used to measure the total pension liability is 6.75%. The projection of cash flows used to determine the discount rate assumes that employer and employee contributions will be made at the rates agreed upon for employees and the actuarially determined rates for employers. Based on these assumptions, the pension plan's fiduciary net position was projected to be available to pay all projected future benefit payments of current active and inactive employees. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 6 - PENSION PLANS (continued)

Changes in Net Pension Liability (Asset)

| | Increase (Decrease) | | |
|---|-----------------------------------|---------------------------------------|-----------------------------------|
| | Total Pension Liability (a) | Plan Fiduciary Net Position (b) | Net Pension Asset (a) - (b) |
| Balances at 12/31/2019 | \$ 44,082,375 | \$ 54,776,966 | \$ (10,694,591) |
| Changes for the year | | | |
| Service cost | 729,379 | - | 729,379 |
| Interest on total pension liability | 2,922,661 | - | 2,922,661 |
| Difference between expected and actual experience | 383,041 | - | 383,041 |
| Changes of assumptions | - | - | - |
| Other income | - | 8,729 | (8,729) |
| Employee contributions | - | 146,468 | (146,468) |
| Net investment income | - | 7,552,310 | (7,552,310) |
| Benefit payments including employee refunds | (2,296,761) | (2,296,761) | - |
| Administrative expense | - | (100,588) | 100,588 |
| Net changes | 1,738,320 | 5,310,158 | (3,571,838) |
| Balances as of 12/31/2020 | \$ 45,820,695 | \$ 60,087,124 | \$ (14,266,429) |

Sensitivity of the Net Pension Asset to Changes in the Discount Rate. The following presents the net pension liability (asset) of the employer, calculated using the discount rate of 6.75%, as well as what the employer's net pension liability would be using a discount rate that is 1% lower (5.75%) or 1% higher (7.75%) than the current rate.

| | 1% Decrease | Current Discount | 1% Increase |
|---------------------------------|----------------|------------------|-----------------|
| Net pension asset at 12/31/2020 | \$ - | \$ (14,266,429) | \$ - |
| Change in net pension asset | 5,519,335 | - | (4,665,657) |
| Calculated net pension asset | \$ (8,747,094) | \$ (14,266,429) | \$ (18,932,086) |

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 6 - PENSION PLANS (continued)

Pension Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

For the year ended December 31, 2020 the employer recognized a reduction of pension expense of \$1,752,031 on the governmental-wide financial statements. The employer reported deferred outflows and inflows of resources related to pensions from the following sources:

| | Deferred Outflows of Resources | Deferred Inflows of Resources |
|---|--------------------------------------|-------------------------------------|
| Differences between expected and actual experience | \$ 238,731 | \$ 101,867 |
| Differences in assumptions | 19,315 | - |
| Net difference between projected and actual earnings on pension plan investments | - | 5,650,999 |
| | <u>\$ 258,046</u> | <u>\$ 5,752,866</u> |

Amounts reported as deferred outflows and inflows of resources related to pensions will be recognized in pension expense as follows:

| <u>December 31,</u> | |
|---------------------|-----------------------|
| 2021 | \$ (1,778,915) |
| 2022 | (800,176) |
| 2023 | (2,113,552) |
| 2024 | <u>(802,177)</u> |
| | <u>\$ (5,494,820)</u> |

NOTE 7 - COMMITMENTS AND CONTINGENCIES

The Library is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The Library carries commercial insurance to cover any losses that may result from the above described activities. No settlements have incurred in excess of coverage in 2020 or any of the prior three years.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 8 - OPERATING LEASE

The Library had entered into multiple operating lease for branch locations and equipment. The scheduled future minimum lease payments under these agreements as of December 31, 2020, are summarized as follows:

| <u>Year Ending December 31,</u> | |
|-------------------------------------|--------------------------|
| 2021 | \$ 386,580 |
| 2022 | <u>384,756</u> |
| | <u><u>\$ 771,336</u></u> |

NOTE 9 - TAX ABATEMENTS

Industrial Facilities Exemption

Municipalities within the Library boundaries entered into property tax abatement agreements with local businesses under the Plant Rehabilitation and Industrial Development Districts Act, (known as the Industrial Facilities Exemption) PA 198 of 1974, as amended. An Industrial Facilities Tax Exemption (IFT) certificate entitles the facility to exemption from ad valorem real and/or personal property taxes for a term of 1 - 12 years as determined by the local unit of government. The IFT on new plant and new industrial property is computed at 50% of the taxes levied. The municipalities can elect to freeze the taxable values for rehabilitation properties.

For the year ended December 31, 2020, the Library's property tax revenue for general operations were reduced by \$164,227 under this program. The abatements issued by other governmental units is as follows:

| <u>Governmental Unit</u> | <u>Amount</u> |
|--------------------------|--------------------------|
| Ada Township | \$ 17,351 |
| Algoma Township | 1,014 |
| Alpine Township | 14,092 |
| Byron Township | 3,908 |
| Caledonia Township | 3,898 |
| Cascade Township | 17,205 |
| Gaines Township | 3,763 |
| Plainfield Township | 1,130 |
| Tyrone Township | 6 |
| Vergennes Township | 1,205 |
| City of Grandville | 4,427 |
| City of Kentwood | 31,337 |
| City of Lowell | 2,573 |
| City of Rockford | 941 |
| City of Walker | 22,000 |
| City of Wyoming | <u>39,377</u> |
| Total | <u><u>\$ 164,227</u></u> |

There are no abatements made by the Library.

**KENT DISTRICT LIBRARY
NOTES TO FINANCIAL STATEMENTS**

NOTE 10- UNCERTAINTIES

The extent of the impact of COVID-19 on our operational and financial performance will depend on certain developments, including the duration and spread of the outbreak, impact on our customers, employees and vendors all of which are uncertain and cannot be predicted. At this point, the extent to which COVID-19 may impact our financial condition and results of operations is uncertain.

NOTE 11 - NEW ACCOUNTING STANDARD

Governmental Accounting Standards Board (GASB) Statement No. 84, *Fiduciary Activities*, establishes criteria for identifying fiduciary activities for all state and local governments. The focus on the criteria generally is on (1) whether a government is controlling the assets of the fiduciary activity and (2) the beneficiaries with whom a fiduciary relationship exists. An activity meeting the criteria should be reported in a fiduciary fund in the basic financial statements. Governments with activities meeting the criteria should present a statement of fiduciary net position and a statement of changes in fiduciary net position. The Kent District Library has no funds that meets the criteria. The pension trust fund, previously reported as a fiduciary fund meets the revised criteria of a fiduciary fund and is therefore reported consistently.

NOTE 12 - UPCOMING ACCOUNTING PRONOUNCEMENTS

Governmental Accounting Standards Board (GASB) Statement No. 87, *Leases*, was issued by the GASB in June 2017 and will be effective for the Library's 2022 year end. The objective of this Statement is to increase the usefulness of governments' financial statements by requiring recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use the underlying asset. Under this Statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources, thereby enhancing the relevance and consistency of information about governments' leasing activities.

In May 2020, the GASB issued Statement No. 96, *Subscription-based Information Technology Arrangements*. This Statement provides guidance on the accounting and financial reporting for subscription-based information technology arrangements (SBITAs) for government end users (governments). This Statement (1) defines a SBITA; (2) establishes that a SBITA results in a right-to-use subscription asset - an intangible asset - and a corresponding subscription liability; (3) provides the capitalization criteria for outlays other than subscription payments, including implementation costs of a SBITA; and (4) requires note disclosures regarding a SBITA. To the extent relevant, the standards for SBITAs are based on the standards established in Statement No. 87, *Leases*, as amended. The Library is currently evaluating the impact this standard will have on the financial statements when adopted during the 2022-2023 fiscal year.

REQUIRED SUPPLEMENTARY INFORMATION

**KENT DISTRICT LIBRARY
REQUIRED SUPPLEMENTARY INFORMATION
BUDGETARY COMPARISON SCHEDULE
GENERAL FUND
YEAR ENDED DECEMBER 31, 2020**

| | Original Budget | Final Budget | Actual | Variance with Final Budget |
|---|---------------------|-----------------------|----------------------|----------------------------------|
| REVENUES | | | | |
| Local sources | | | | |
| Property taxes | \$ 23,331,338 | \$ 23,331,338 | \$ 23,204,356 | \$ (126,982) |
| Penal fines | 795,000 | 795,000 | 619,366 | (175,634) |
| Charges for services | 138,000 | 138,000 | 42,072 | (95,928) |
| Interest income and rentals | 302,500 | 302,500 | 177,821 | (124,679) |
| Donations | 437,020 | 437,020 | 306,145 | (130,875) |
| Other | 549,700 | 549,700 | 416,962 | (132,738) |
| Total local sources | 25,553,558 | 25,553,558 | 24,766,722 | (786,836) |
| State sources | 894,140 | 894,140 | 907,195 | 13,055 |
| TOTAL REVENUES | 26,447,698 | 26,447,698 | 25,673,917 | (773,781) |
| EXPENDITURES | | | | |
| Current | | | | |
| Recreation and culture | | | | |
| Salaries and wages | 12,666,513 | 12,666,513 | 12,387,934 | 278,579 |
| Employee benefits | 3,927,954 | 3,802,954 | 3,285,355 | 517,599 |
| Collections - digital | 1,849,223 | 2,174,223 | 2,104,908 | 69,315 |
| Collections - physical | 2,173,390 | 2,923,390 | 2,247,242 | 676,148 |
| Supplies | 970,578 | 970,578 | 808,992 | 161,586 |
| Contractual and professional services | 1,495,083 | 1,320,083 | 1,180,848 | 139,235 |
| Programming and outreach | 327,453 | 327,453 | 217,078 | 110,375 |
| Maintenance and utilities | 1,929,906 | 1,948,906 | 1,622,972 | 325,934 |
| Staff development | 371,025 | 171,025 | 117,119 | 53,906 |
| Board development | 25,280 | 25,280 | 725 | 24,555 |
| Other services and charges | 873,296 | 963,296 | 706,935 | 256,361 |
| Capital outlay | 723,851 | 1,084,851 | 807,896 | 276,955 |
| TOTAL EXPENDITURES | 27,333,552 | 28,378,552 | 25,488,004 | 2,890,548 |
| EXCESS OF REVENUES OVER EXPENDITURES | (885,854) | (1,930,854) | 185,913 | 2,116,767 |
| OTHER FINANCING SOURCES (USES): | | | | |
| Transfers in | - | - | 2,984 | (2,984) |
| NET CHANGE IN FUND BALANCE | \$ (885,854) | \$ (1,930,854) | 188,897 | \$ 2,119,751 |
| FUND BALANCE | | | | |
| Beginning of year | | | 13,522,658 | |
| End of year | | | <u>\$ 13,711,555</u> | |

**KENT DISTRICT LIBRARY
REQUIRED SUPPLEMENTARY INFORMATION
SCHEDULE OF CHANGES IN EMPLOYER'S NET PENSION LIABILITY
AND RELATED RATIOS
LAST 10 FISCAL YEARS**

| | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Total pension liability | | | | | | | |
| Service cost | \$ 729,379 | \$ 711,765 | \$ 744,402 | \$ 842,900 | \$ 873,137 | \$ 654,695 | \$ 662,374 |
| Interest | 2,922,661 | 2,849,092 | 2,854,033 | 2,747,634 | 2,696,884 | 2,496,342 | 2,417,794 |
| Changes of benefit terms | - | - | - | - | - | - | 50,877 |
| Difference between expected and actual experience | 383,041 | (249,701) | (455,101) | (122,509) | (1,043,296) | 1,259,648 | (468,054) |
| Assumption changes | - | - | 355,636 | - | - | - | - |
| Benefit payments including employee refunds | <u>(2,296,761)</u> | <u>(2,163,327)</u> | <u>(1,928,245)</u> | <u>(1,869,329)</u> | <u>(1,707,766)</u> | <u>(1,598,411)</u> | <u>(1,475,674)</u> |
| Net change in total pension liability | 1,738,320 | 1,147,829 | 1,570,725 | 1,598,696 | 818,959 | 2,812,274 | 1,187,317 |
| Total pension liability beginning | <u>44,082,375</u> | <u>42,934,546</u> | <u>41,363,821</u> | <u>39,765,125</u> | <u>38,946,166</u> | <u>36,133,892</u> | <u>34,946,575</u> |
| Total pension liability ending | <u>\$ 45,820,695</u> | <u>\$ 44,082,375</u> | <u>\$ 42,934,546</u> | <u>\$ 41,363,821</u> | <u>\$ 39,765,125</u> | <u>\$ 38,946,166</u> | <u>\$ 36,133,892</u> |
| Plan fiduciary net position | | | | | | | |
| Contributions-employer | \$ - | \$ 535,203 | \$ 92,147 | \$ 45,485 | \$ 52,169 | \$ 57,424 | \$ 54,888 |
| Contributions-employee | 146,468 | 155,932 | 167,920 | 160,947 | 185,207 | 193,544 | 249,681 |
| Net investment income | 7,552,310 | 9,656,071 | (2,582,796) | 7,820,036 | 2,318,926 | 410,599 | 3,581,104 |
| Benefit payments including employee refunds | (2,296,761) | (2,163,327) | (1,928,245) | (1,869,329) | (1,707,766) | (1,598,411) | (1,475,674) |
| Administrative expense | (100,588) | (110,664) | (50,000) | (36,850) | (74,473) | (47,962) | (44,671) |
| Other | <u>8,729</u> | <u>(2,957)</u> | <u>(45,326)</u> | <u>(122,502)</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Net change in plan fiduciary net position | 5,310,158 | 8,070,258 | (4,346,300) | 5,997,787 | 774,063 | (984,806) | 2,365,328 |
| Plan fiduciary net position beginning | <u>54,776,966</u> | <u>46,706,708</u> | <u>51,053,008</u> | <u>45,055,221</u> | <u>44,281,158</u> | <u>45,265,964</u> | <u>42,900,636</u> |
| Plan fiduciary net position ending | <u>\$ 60,087,124</u> | <u>\$ 54,776,966</u> | <u>\$ 46,706,708</u> | <u>\$ 51,053,008</u> | <u>\$ 45,055,221</u> | <u>\$ 44,281,158</u> | <u>\$ 45,265,964</u> |
| Employer net pension asset | <u>\$ 14,266,429</u> | <u>\$ 10,694,591</u> | <u>\$ 3,772,162</u> | <u>\$ 9,689,187</u> | <u>\$ 5,290,096</u> | <u>\$ 5,334,992</u> | <u>\$ 9,132,072</u> |
| Plan fiduciary net position as a percentage of the total pension liability | 131.14% | 124.26% | 108.79% | 123.42% | 113.30% | 113.70% | 125.27% |
| Covered employee payroll | \$ 4,283,815 | \$ 4,346,715 | \$ 4,627,864 | \$ 4,765,699 | \$ 5,093,052 | \$ 5,450,295 | \$ 5,220,856 |
| Employer's net pension asset as a percentage of covered employee payroll | 333.03% | 246.04% | 81.51% | 203.31% | 103.87% | 97.88% | 174.92% |

This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10 year trend is compiled, reporting units should present information for those years for which information is available.

**KENT DISTRICT LIBRARY
REQUIRED SUPPLEMENTARY INFORMATION
SCHEDULE OF EMPLOYER PENSION CONTRIBUTIONS
LAST 10 FISCAL YEARS**

| | <u>2020</u> | <u>2019</u> | <u>2018</u> | <u>2017</u> | <u>2016</u> | <u>2015</u> | <u>2014</u> |
|---|--------------|----------------|---------------|---------------|---------------|---------------|---------------|
| Actuarial determined contributions | \$ - | \$ 535,203 | \$ 88,608 | \$ 48,169 | \$ 52,169 | \$ 57,424 | \$ 55,071 |
| Contributions in relation to the actuarially determined contribution | <u>-</u> | <u>535,203</u> | <u>88,608</u> | <u>48,169</u> | <u>52,169</u> | <u>57,424</u> | <u>55,071</u> |
| Contribution deficiency (excess) | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Covered employee payroll | \$ 4,283,815 | \$ 4,346,715 | \$ 4,627,864 | \$ 4,765,699 | \$ 5,093,052 | \$ 5,450,295 | \$ 5,220,856 |
| Contributions as a percentage of covered employee payroll | 0.00% | 12.31% | 1.99% | 0.95% | 1.02% | 1.05% | 1.05% |

This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10 year trend is compiled, reporting units should present information for those years for which information is available.

**KENT DISTRICT LIBRARY
NOTES TO THE REQUIRED
SUPPLEMENTARY INFORMATION**

Notes to the Schedule of Changes in Employer's Net Pension Liability

Benefit Changes - there were no changes in benefits in 2020.

Changes in Assumptions - there were no changes in assumptions in 2020.

Notes to Schedule of Employer Contributions

| | |
|-------------------------------|--|
| Actuarial cost method | Entry age |
| Amortization method | Level percentage of payroll, open |
| Remaining amortization period | 10 years |
| Asset valuation method | 4 year smoothed |
| Inflation | 2.50% |
| Salary increases | 3.5% to 10.1%, including inflation |
| Investment rate of return | 6.75% |
| Retirement age | Experience based table of rates that are specific to the type of eligibility condition |
| Mortality | RP-2014 Mortality Table with 2-dimensional full improvements using MP-2018 projection scale |

The Protecting Local Government Retirement and Benefits Act (PA 202 of 2017) & Public Act 530 of 2016 Pension Report

| | | |
|---|--|---|
| Enter Local Government Name | Kent District Library | Instructions: For a list of detailed instructions on how to complete and submit this form, visit michigan.gov/LocalRetirementReporting . |
| Enter Six-Digit Municode | 418000 | |
| Unit Type | Library | |
| Fiscal Year End Month | December | |
| Fiscal Year (four-digit year only, e.g. 2019) | 2020 | |
| Contact Name (Chief Administrative Officer) | Kim Lindsay, CPA | Questions: For questions, please email LocalRetirementReporting@michigan.gov . Return this original Excel file. Do not submit a scanned image or PDF. |
| Title if not CAO | Interim Finance Director | |
| CAO (or designee) Email Address | klindsay@kdl.org | |
| Contact Telephone Number | 616.784.2229 | |
| | | |
| Pension System Name (not division) 1 | Kent District Library Employees' Retirement Plan | If your pension system is separated by divisions, you would only enter one system. For example, one could have different divisions of the same system for union and non-union employees. However, these would be only one system and should be reported as such on this form. |
| Pension System Name (not division) 2 | | |
| Pension System Name (not division) 3 | | |
| Pension System Name (not division) 4 | | |
| Pension System Name (not division) 5 | | |

| Line | Descriptive Information | Source of Data | System 1 | System 2 | System 3 | System 4 | System 5 |
|------|--|--|--|----------|----------|----------|----------|
| 1 | Is this unit a primary government (County, Township, City, Village)? | Calculated | NO | NO | NO | NO | NO |
| 2 | Provide the name of your retirement pension system | Calculated from above | Kent District Library Employees' Retirement Plan | | | | |
| 3 | Financial Information | | | | | | |
| 4 | Enter retirement pension system's assets (system fiduciary net position ending) | Most Recent Audit Report | 60,087,124 | | | | |
| 5 | Enter retirement pension system's liabilities (total pension liability ending) | Most Recent Audit Report | 45,820,695 | | | | |
| 6 | Funded ratio | Calculated | 131.1% | | | | |
| 7 | Actuarially Determined Contribution (ADC) | Most Recent Audit Report | - | | | | |
| 8 | Governmental Fund Revenues | Most Recent Audit Report | 25,673,917 | | | | |
| 9 | All systems combined ADC/Governmental fund revenues | Calculated | 0.0% | | | | |
| 10 | Membership | | | | | | |
| 11 | Indicate number of active members | Actuarial Funding Valuation used in Most Recent Audit Report | 87 | | | | |
| 12 | Indicate number of inactive members | Actuarial Funding Valuation used in Most Recent Audit Report | 39 | | | | |
| 13 | Indicate number of retirees and beneficiaries | Actuarial Funding Valuation used in Most Recent Audit Report | 183 | | | | |
| 14 | Investment Performance | | | | | | |
| 15 | Enter actual rate of return - prior 1-year period | Actuarial Funding Valuation used in Most Recent Audit Report or System Investment Provider | 14.88% | | | | |
| 16 | Enter actual rate of return - prior 5-year period | Actuarial Funding Valuation used in Most Recent Audit Report or System Investment Provider | 10.66% | | | | |
| 17 | Enter actual rate of return - prior 10-year period | Actuarial Funding Valuation used in Most Recent Audit Report or System Investment Provider | 9.41% | | | | |
| 18 | Actuarial Assumptions | | | | | | |
| 19 | Actuarial assumed rate of investment return | Actuarial Funding Valuation used in Most Recent Audit Report | 6.75% | | | | |
| 20 | Amortization method utilized for funding the system's unfunded actuarial accrued liability, if any | Actuarial Funding Valuation used in Most Recent Audit Report | Level Dollar | | | | |
| 21 | Amortization period utilized for funding the system's unfunded actuarial accrued liability, if any | Actuarial Funding Valuation used in Most Recent Audit Report | 10 | | | | |
| 22 | Is each division within the system closed to new employees? | Actuarial Funding Valuation used in Most Recent Audit Report | Yes | | | | |
| 23 | Uniform Assumptions | | | | | | |
| 24 | Enter retirement pension system's actuarial value of assets using uniform assumptions | Actuarial Funding Valuation used in Most Recent Audit Report | 55,196,022 | | | | |
| 25 | Enter retirement pension system's actuarial accrued liabilities using uniform assumptions | Actuarial Funding Valuation used in Most Recent Audit Report | 45,820,695 | | | | |
| 26 | Funded ratio using uniform assumptions | Calculated | 120.5% | | | | |
| 27 | Actuarially Determined Contribution (ADC) using uniform assumptions | Actuarial Funding Valuation used in Most Recent Audit Report | - | | | | |
| 28 | All systems combined ADC/Governmental fund revenues | Calculated | 0.0% | | | | |
| 29 | Pension Trigger Summary | | | | | | |
| 30 | Does this system trigger "underfunded status" as defined by PA 202 of 2017? | Primary government triggers: Less than 60% funded <u>AND</u> greater than 10% ADC/Governmental fund revenues. Non-Primary government triggers: Less than 60% funded | NO | NO | NO | NO | NO |

| Requirements (For your information, the following are requirements of P.A. 202 of 2017) |
|---|
| Local governments must post the current year report on their website or in a public place. |
| The local government must electronically submit the form to its governing body. |
| Local governments must have had an actuarial experience study conducted by the plan actuary for each retirement system at least every 5 years. |
| Local governments must have had a peer actuarial audit conducted by an actuary that is not the plan actuary OR replace the plan actuary at least every 8 years. |

By emailing this report to the Michigan Department of Treasury, the local government acknowledges that this report is complete and accurate in all known respects.

Michigan Department of Treasury
Form 5572 (7-20)

The Protecting Local Government Retirement and Benefits Act (PA 202 of 2017) Health Care (OPEB) Report

| | | |
|---|--------------------------|--|
| Enter Local Government Name | Kent District Library | Instructions: For a list of detailed instructions on how to complete and submit this form, visit michigan.gov/LocalRetirementReporting . |
| Enter Six-Digit Municode | 418000 | |
| Unit Type | Library | |
| Fiscal Year End Month | December | |
| Fiscal Year (four-digit year only, e.g. 2019) | 2020 | |
| Contact Name (Chief Administrative Officer) | Kim Lindsay, CPA | Questions: For questions, please email LocalRetirementReporting@michigan.gov . Return this original Excel file. Do not submit a scanned image or PDF. |
| Title if not CAO | Interim Finance Director | |
| CAO (or designee) Email Address | klindsay@kdl.org | |
| Contact Telephone Number | | |
| | | |
| OPEB System Name (not division) 1 | | If your OPEB system is separated by divisions, you would only enter one system. For example, one could have different divisions of the same system for union and non-union employees. However, these would be only one system and should be reported as such on this form. |
| OPEB System Name (not division) 2 | | |
| OPEB System Name (not division) 3 | | |
| OPEB System Name (not division) 4 | | |
| OPEB System Name (not division) 5 | | |

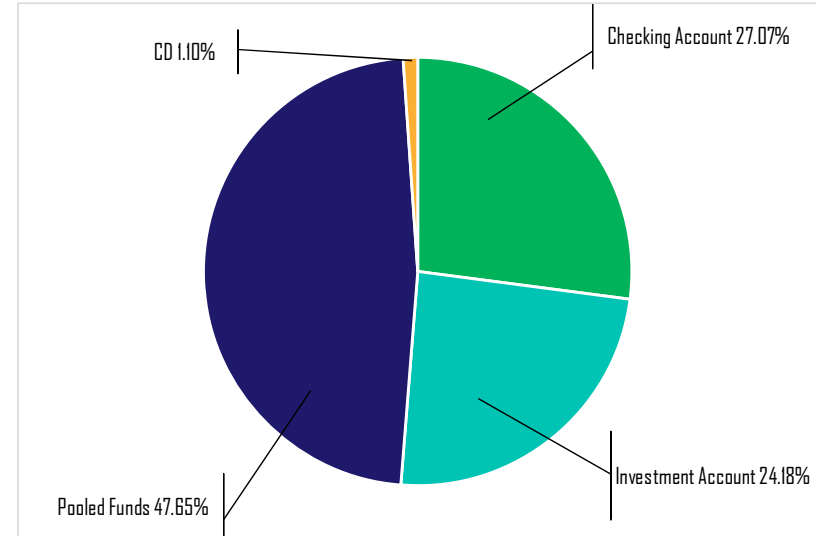
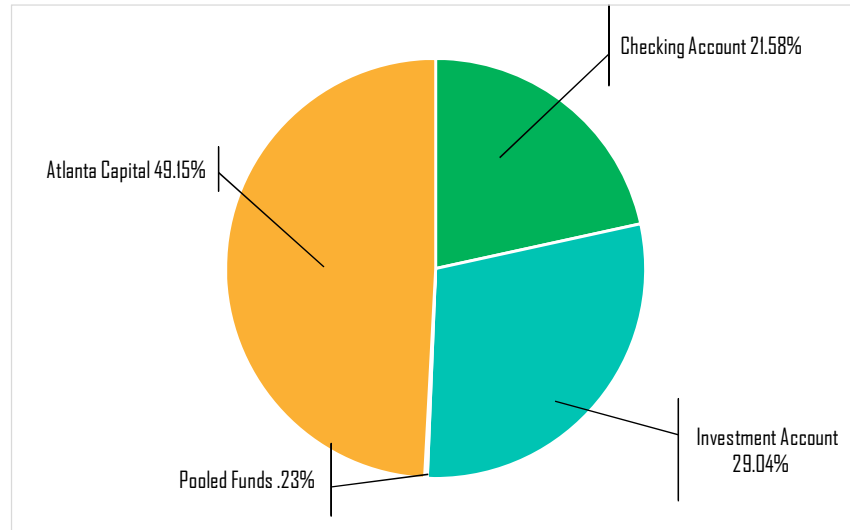
| Line | Descriptive Information | Source of Data | System 1 | System 2 | System 3 | System 4 | System 5 |
|------|---|--|----------|----------|----------|----------|----------|
| 1 | Is this unit a primary government (County, Township, City, Village)? | Calculated | NO | NO | NO | NO | NO |
| 2 | Provide the name of your retirement health care system | Calculated from above | | | | | |
| 3 | Financial Information | | | | | | |
| 4 | Enter retirement health care system's assets (system fiduciary net position ending) | Most Recent Audit Report | | | | | |
| 5 | Enter retirement health care system's liabilities (total OPEB liability) | Most Recent Audit Report | | | | | |
| 6 | Funded ratio | Calculated | | | | | |
| 7 | Actuarially determined contribution (ADC) | Most Recent Audit Report | | | | | |
| 7a | Do the financial statements include an ADC calculated in compliance with Numbered Letter 2018-3 ? | Most Recent Audit Report | | | | | |
| 8 | Governmental Fund Revenues | Most Recent Audit Report | | | | | |
| 9 | All systems combined ADC/Governmental fund revenues | Calculated | | | | | |
| 10 | Membership | | | | | | |
| 11 | Indicate number of active members | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 12 | Indicate number of inactive members | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 13 | Indicate number of retirees and beneficiaries | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 14 | Provide the amount of premiums paid on behalf of the retirants | Most Recent Audit Report or Accounting Records | | | | | |
| 15 | Investment Performance | | | | | | |
| 16 | Enter actual rate of return - prior 1-year period | Actuarial Funding Valuation used in Most Recent Audit Report or System Investment Provider | | | | | |
| 17 | Enter actual rate of return - prior 5-year period | Actuarial Funding Valuation used in Most Recent Audit Report or System Investment Provider | | | | | |
| 18 | Enter actual rate of return - prior 10-year period | Actuarial Funding Valuation used in Most Recent Audit Report or System Investment Provider | | | | | |
| 19 | Actuarial Assumptions | | | | | | |
| 20 | Assumed Rate of Investment Return | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 21 | Enter discount rate | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 22 | Amortization method utilized for funding the system's unfunded actuarial accrued liability, if any | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 23 | Amortization period utilized for funding the system's unfunded actuarial accrued liability, if any | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 24 | Is each division within the system closed to new employees? | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 25 | Health care inflation assumption for the next year | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 26 | Health care inflation assumption - Long-Term Trend Rate | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 27 | Uniform Assumptions | | | | | | |
| 28 | Enter retirement health care system's actuarial value of assets using uniform assumptions | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 29 | Enter retirement health care system's actuarial accrued liabilities using uniform assumptions | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 30 | Funded ratio using uniform assumptions | Calculated | | | | | |
| 31 | Actuarially Determined Contribution (ADC) using uniform assumptions | Actuarial Funding Valuation used in Most Recent Audit Report | | | | | |
| 32 | All systems combined ADC/Governmental fund revenues | Calculated | | | | | |
| 33 | Summary Report | | | | | | |
| 34 | Did the local government pay the retiree insurance premiums for the year? | Accounting Records | | | | | |
| 35 | Did the local government pay the normal cost for employees hired after June 30, 2018? | Accounting Records | | | | | |
| 36 | Does this system trigger "underfunded status" as defined by PA 202 of 2017? | Primary government triggers: Less than 40% funded AND greater than 12% ARC/Governmental fund revenues. Non-Primary government triggers: Less than 40% funded | NO | NO | NO | NO | NO |

| Requirements (For your information, the following are requirements of P.A. 202 of 2017) |
|---|
| Local governments must post the current year report on their website or in a public place |
| The local government must electronically submit the form to its governing body. |
| Local governments must have had an actuarial experience study conducted by the plan actuary for each retirement system at least every 5 years |
| Local governments must have had a peer actuarial audit conducted by an actuary that is not the plan actuary OR replace the plan actuary at least every 8 years. |

By emailing this report to the Michigan Department of Treasury, the local government acknowledges that this report is complete and accurate in all known respects.



Monthly Cash Position Per Bank Month ended June 30



| 2021 | | |
|-------------------------------|--------|------------------------|
| Account | Rate | Amount |
| Huntington Checking Account | 0.000% | \$5,243,689.95 |
| Huntington Investment Account | 0.009% | \$7,059,393.65 |
| *Kent County Pooled Funds | 0.529% | \$56,618.49 |
| Atlanta Capital Investments | | \$11,945,742.00 |
| | | <u>\$24,305,444.09</u> |

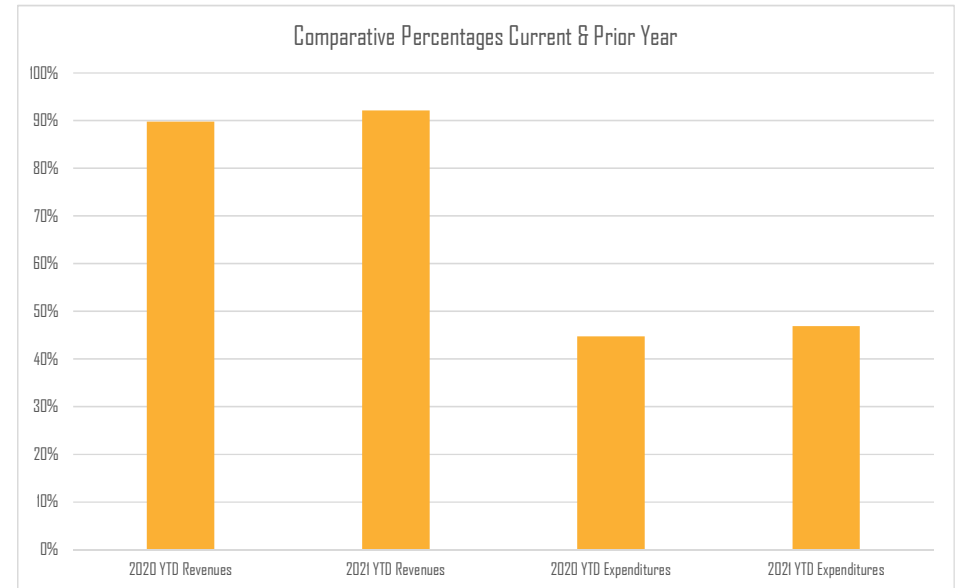
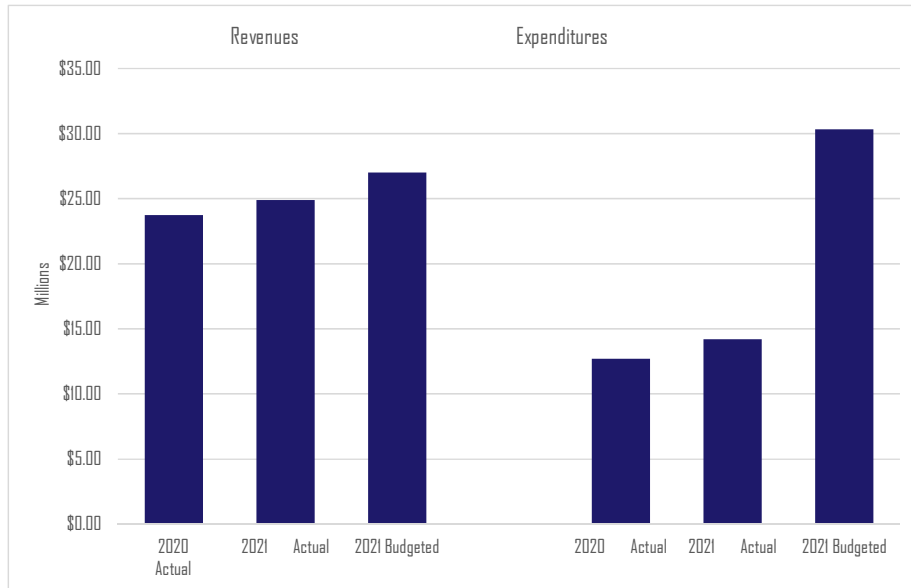
| 2020 | | |
|-------------------------------|--------|------------------------|
| Account | Rate | Amount |
| Huntington Checking Account | 0.000% | \$6,754,854.73 |
| Huntington Investment Account | 0.099% | \$6,035,447.84 |
| *Kent County Pooled Funds | 1.178% | \$11,893,274.51 |
| First National Bank | 2.580% | \$273,903.98 |
| | | <u>\$24,957,481.06</u> |

* Includes Trust Pooled fund balances

NOTE: Totals do not include Petty Cash or Branch Cash drawer balances



Monthly Revenues and Expenditures Month ended June 30



Budget to Actual with Prior Year Comparison

Revenues

| | | |
|---------------|----|------------|
| 2020 Actual | \$ | 23,752,844 |
| 2021 Actual | \$ | 24,901,628 |
| 2021 Budgeted | \$ | 27,025,126 |

Expenditures

| | | |
|---------------|----|------------|
| 2020 Actual | \$ | 12,705,516 |
| 2021 Actual | \$ | 14,220,249 |
| 2021 Budgeted | \$ | 30,334,272 |

Comparative Percentages Current & Prior Year

Account

| Account | Amount |
|-----------------------|--------|
| 2020 YTD Revenues | 89.8% |
| 2021 YTD Revenues | 92.1% |
| 2020 YTD Expenditures | 44.8% |
| 2021 YTD Expenditures | 46.9% |

Kent District Library
Statement of Revenues and Expenditures
101 - General Fund
From 1/1/2021 Through 6/30/2021
(In Whole Numbers)

| | YTD Actual | 2021 Original Budget | 2021 Original Budget to Actual Variance | Percent Remaining |
|---|------------|-------------------------|---|----------------------|
| Revenues | | | | |
| Property Taxes | 24,174,320 | 24,272,208 | (97,888) | (0)% |
| Penal Fines | 0 | 550,000 | (550,000) | (100)% |
| Charges for Services | 23,848 | 35,000 | (11,152) | (32)% |
| Interest Income | 35,471 | 253,500 | (218,029) | (86)% |
| Public Donations | 129,417 | 376,945 | (247,528) | (66)% |
| Other Revenue | 347,907 | 701,400 | (353,493) | (50)% |
| State Sources | 190,664 | 836,073 | (645,409) | (77)% |
| Total Revenues | 24,901,628 | 27,025,126 | (2,123,498) | (8)% |
| Expenditures | | | | |
| Salaries and Wages | 6,242,843 | 13,004,693 | 6,761,851 | 53 % |
| Employee Benefits | 1,881,852 | 4,218,780 | 2,336,928 | 55 % |
| Collections - Digital | 1,353,609 | 2,154,425 | 800,816 | 37 % |
| Collections - Physical | 1,145,191 | 2,392,571 | 1,247,380 | 52 % |
| Supplies | 245,776 | 862,428 | 616,652 | 72 % |
| Contractual and Professional Services | 807,724 | 1,821,546 | 1,013,822 | 56 % |
| Programming and Outreach | 64,160 | 373,580 | 309,420 | 83 % |
| Maintenance and Utilities | 1,337,802 | 2,167,877 | 830,075 | 38 % |
| Staff Development | 25,863 | 225,826 | 199,963 | 89 % |
| Board Development | 0 | 11,450 | 11,450 | 100 % |
| Other Expenditures | 439,035 | 936,208 | 497,173 | 53 % |
| Capital Outlay | 676,396 | 2,164,889 | 1,488,493 | 69 % |
| Total Expenditures | 14,220,249 | 30,334,272 | 16,114,024 | 53 % |
| Excess Revenue Over (Under) Expenditures | 10,681,379 | (3,309,146) | 13,990,525 | (423)% |

Kent District Library
Statement of Revenues and Expenditures
101 - General Fund
From 1/1/2021 Through 6/30/2021
(In Whole Numbers)

| | YTD Ending June 30, 2020 | YTD Ending June 30, 2021 | Total Variance |
|--|-----------------------------|-----------------------------|----------------|
| Revenues | | | |
| Property Taxes | 23,037,920 | 24,174,320 | 1,136,400 |
| Charges for Services | 36,947 | 23,848 | (13,098) |
| Interest Income | 97,868 | 35,471 | (62,397) |
| Public Donations | 119,477 | 129,417 | 9,940 |
| Other Revenue | 283,063 | 347,907 | 64,844 |
| State Sources | 177,569 | 190,664 | 13,095 |
| Total Revenues | 23,752,844 | 24,901,628 | 1,148,783 |
| Expenditures | | | |
| Salaries and Wages | 5,967,567 | 6,242,843 | 275,275 |
| Employee Benefits | 1,805,813 | 1,881,852 | 76,039 |
| Collections - Digital | 1,331,332 | 1,353,609 | 22,276 |
| Collections - Physical | 709,577 | 1,145,191 | 435,614 |
| Supplies | 503,844 | 245,776 | (258,068) |
| Contractual and Professional Services | 617,131 | 807,724 | 190,593 |
| Programming and Outreach | 80,774 | 64,160 | (16,614) |
| Maintenance and Utilities | 855,917 | 1,337,802 | 481,884 |
| Staff Development | 85,787 | 25,863 | (59,924) |
| Board Development | 125 | 0 | (125) |
| Other Expenditures | 440,115 | 439,035 | (1,081) |
| Capital Outlay | 307,533 | 676,396 | 368,862 |
| Total Expenditures | 12,705,516 | 14,220,249 | 1,514,732 |
| Excess Revenue Over (Under) Expenditures | 11,047,328 | 10,681,379 | (365,949) |

Kent District Library
Statement of Revenues and Expenditures
101 - General Fund
From 6/1/2021 Through 6/30/2021
(In Whole Numbers)

| | Current Month | 2021 YTD | 2021 Original Budget | 2021 Original Budget to Actual Variance | Percent Remaining |
|--|---------------|------------|----------------------|---|-------------------|
| Revenues | | | | | |
| Property Taxes | | | | | |
| 4402 Current property taxes | 484,557 | 23,939,315 | 24,006,516 | (67,201) | (0)% |
| 4412 Delinquent personal property taxes | 626 | 4,289 | 10,000 | (5,711) | (57)% |
| 4432 DNR - PILT | 3,240 | 26,100 | 16,000 | 10,100 | 63 % |
| 4437 Industrial facilities taxes | 0 | 204,617 | 239,692 | (35,075) | (15)% |
| Total Property Taxes | 488,423 | 24,174,320 | 24,272,208 | (97,888) | (0)% |
| Penal Fines | | | | | |
| 4581 Penal fines | 0 | 0 | 550,000 | (550,000) | (100)% |
| Total Penal Fines | 0 | 0 | 550,000 | (550,000) | (100)% |
| Charges for Services | | | | | |
| 4650 Printing/fax fees | 28 | 220 | 10,000 | (9,780) | (98)% |
| 4658 Overdue fines | 0 | 292 | 0 | 292 | 0 % |
| 4660 Other Patron Fees | 156 | 849 | 5,000 | (4,151) | (83)% |
| 4685 Materials replacement charges | 5,755 | 22,488 | 20,000 | 2,488 | 12 % |
| Total Charges for Services | 5,939 | 23,848 | 35,000 | (11,152) | (32)% |
| Interest Income | | | | | |
| 4664 Interest Earned on Restricted Investments | 0 | 113 | 1,000 | (887) | (89)% |
| 4665 Interest earned on deposits and investments | (7,361) | 33,863 | 250,000 | (216,137) | (86)% |
| 4666 Interest Earned - Property Taxes | 165 | 1,495 | 2,500 | (1,005) | (40)% |
| Total Interest Income | (7,196) | 35,471 | 253,500 | (218,029) | (86)% |
| Public Donations | | | | | |
| 4673 Restricted donations | 26,180 | 102,143 | 176,945 | (74,802) | (42)% |
| 4674 Unrestricted donations | 1,172 | 27,274 | 200,000 | (172,726) | (86)% |
| Total Public Donations | 27,352 | 129,417 | 376,945 | (247,528) | (66)% |
| Other Revenue | | | | | |
| 4502 Universal Service Fund - eRate | 0 | 0 | 696,900 | (696,900) | (100)% |
| 4667 Building rental | 0 | 100 | 0 | 100 | 0 % |
| 4668 Royalties | 0 | 953 | 4,500 | (3,547) | (79)% |
| 4676 Reimbursement of expenditures | 0 | 1,195 | 0 | 1,195 | 0 % |
| 4686 Sale of Equipment | 1,100 | 3,025 | 0 | 3,025 | 0 % |
| 4688 Miscellaneous | 98 | 1,607 | 0 | 1,607 | 0 % |
| 4690 CARES Act - Emergency Sick Leave Credit | 0 | 2,739 | 0 | 2,739 | 0 % |
| 4695 Health Insurance Plan Experience Rebate | 0 | 338,288 | 0 | 338,288 | 0 % |
| Total Other Revenue | 1,198 | 347,907 | 701,400 | (353,493) | (50)% |
| State Sources | | | | | |
| 4540 State Aid | 170,128 | 170,128 | 315,000 | (144,872) | (46)% |
| 4541 State aid - LBPH/TBBC | 0 | 20,536 | 41,073 | (20,537) | (50)% |
| 4548 Renaissance Zone reimbursement | 0 | 0 | 75,000 | (75,000) | (100)% |
| 4549 Personal Property tax reimbursement | 0 | 0 | 405,000 | (405,000) | (100)% |
| Total State Sources | 170,128 | 190,664 | 836,073 | (645,409) | (77)% |
| Total Revenues | 685,844 | 24,901,628 | 27,025,126 | (2,123,498) | (8)% |

Expenditures

Salaries and Wages

Kent District Library
Statement of Revenues and Expenditures
101 - General Fund
From 6/1/2021 Through 6/30/2021
(In Whole Numbers)

| | Current Month | 2021 YTD | 2021 Original Budget | 2021 Original Budget to Actual Variance | Percent Remaining |
|--|----------------|------------------|----------------------|---|-------------------|
| 5700 Board Stipend | 270 | 1,440 | 3,720 | 2,280 | 61 % |
| 5706 Extra duty stipends | 950 | 2,450 | 5,202 | 2,752 | 53 % |
| 5713 Salary & Wages | <u>938,797</u> | <u>6,238,953</u> | <u>12,995,772</u> | <u>6,756,819</u> | <u>52 %</u> |
| Total Salaries and Wages | 940,017 | 6,242,843 | 13,004,693 | 6,761,851 | 53 % |
| Employee Benefits | | | | | |
| 5709 FICA | 69,368 | 459,021 | 993,840 | 534,819 | 54 % |
| 5716 Defined Benefit Pension Plan Expenditures | 0 | 0 | 80,959 | 80,959 | 100 % |
| 5717 Defined Contribution Pension Plan Contributions | 42,459 | 282,786 | 737,736 | 454,950 | 62 % |
| 5718 Employee Health Benefits | 142,181 | 743,474 | 1,754,802 | 1,011,328 | 58 % |
| 5720 HSA/Flex | 0 | 351,600 | 409,580 | 57,980 | 14 % |
| 5723 Retiree Health Care OPEB | (466) | (2,795) | 1,800 | 4,595 | 255 % |
| 5724 Life Insurance | 1,956 | 11,997 | 30,048 | 18,051 | 60 % |
| 5725 Additional Life Insurance | 0 | 9,667 | 28,377 | 18,711 | 66 % |
| 5727 Gradifi Student Loan Assistance | 3,702 | 16,558 | 138,532 | 121,974 | 88 % |
| 5728 YMCA Membership Support | 50 | 220 | 16,301 | 16,081 | 99 % |
| 5730 Other Employee Benefits | 340 | 9,325 | 16,804 | 7,480 | 45 % |
| 5842 Unemployment Claims | <u>0</u> | <u>0</u> | <u>10,000</u> | <u>10,000</u> | <u>100 %</u> |
| Total Employee Benefits | 259,589 | 1,881,852 | 4,218,780 | 2,336,928 | 55 % |
| Collections - Digital | | | | | |
| 5785 Cloud Library/OverDrive | 0 | 700,000 | 1,400,000 | 700,000 | 50 % |
| 5786 Hoopla | 0 | 373,500 | 410,000 | 36,500 | 9 % |
| 5787 Digital Collection | 0 | 73,645 | 107,795 | 34,150 | 32 % |
| 5788 Miscellaneous Electronic Access | <u>0</u> | <u>206,464</u> | <u>236,630</u> | <u>30,166</u> | <u>13 %</u> |
| Total Collections - Digital | 0 | 1,353,609 | 2,154,425 | 800,816 | 37 % |
| Collections - Physical | | | | | |
| 5791 Subscriptions | 434 | 71,566 | 77,600 | 6,034 | 8 % |
| 5815 KDL Cruisers | 6,014 | 16,014 | 29,991 | 13,977 | 47 % |
| 5871 Branch Local Materials - Restricted Donation Expenditures | 235 | 740 | 14,325 | 13,585 | 95 % |
| 5982 Collection Materials - Depreciable | 134,585 | 614,428 | 1,143,280 | 528,852 | 46 % |
| 5983 CD/DVD Collection Materials - Non-Depreciable | 33,816 | 188,803 | 551,750 | 362,947 | 66 % |
| 5984 Beyond Books Collection - Non-Depreciable | 41,481 | 253,639 | 575,625 | 321,986 | 56 % |
| Total Collections - Physical | <u>216,565</u> | <u>1,145,191</u> | <u>2,392,571</u> | <u>1,247,380</u> | <u>52 %</u> |
| Supplies | | | | | |
| 5750 Collection Processing & AV Supplies | 8,077 | 58,797 | 199,411 | 140,614 | 71 % |
| 5751 Office & Misc Supplies | 3,744 | 14,189 | 118,039 | 103,851 | 88 % |
| 5752 Paper | 3,144 | 11,413 | 29,340 | 17,927 | 61 % |
| 5753 AV Supplies | 0 | 240 | 0 | (240) | 0 % |
| 5754 Disposable Technology <\$1000 | 5,566 | 48,679 | 0 | (48,679) | 0 % |
| 5755 Maintenance Supplies - Custodial | 404 | 3,508 | 47,160 | 43,652 | 93 % |
| 5756 Water Cooler Supplies & Water | 232 | 1,755 | 0 | (1,755) | 0 % |
| 5757 Meeting Center Supplies | 0 | 192 | 0 | (192) | 0 % |
| 5760 Technology & Accessories <\$1000 | 611 | 4,066 | 165,670 | 161,604 | 98 % |
| 5764 KDL Staff Event Supplies | 0 | 0 | 26,000 | 26,000 | 100 % |
| 5765 Wellness Supplies | 0 | 806 | 0 | (806) | 0 % |

Kent District Library
Statement of Revenues and Expenditures
101 - General Fund
From 6/1/2021 Through 6/30/2021
(In Whole Numbers)

| | | Current Month | 2021 YTD | 2021 Original Budget | 2021 Original Budget to Actual Variance | Percent Remaining |
|------|---|---------------|----------|----------------------|---|-------------------|
| 5767 | New EE Shirts/Tote Bags | 0 | 983 | 5,000 | 4,017 | 80 % |
| 5768 | Promotions Supplies | 330 | 7,151 | 33,743 | 26,592 | 79 % |
| 5769 | Service Awards | 0 | 122 | 0 | (122) | 0 % |
| 5770 | Other Awards/Prizes | 889 | 54,467 | 115,645 | 61,178 | 53 % |
| 5771 | Non-Alcoholic Beverages | 386 | 1,000 | 19,722 | 18,722 | 95 % |
| 5790 | Books (not for circulation) | 0 | 24 | 10,500 | 10,476 | 100 % |
| 5799 | Miscellaneous Supplies | 25 | 12,481 | 0 | (12,481) | 0 % |
| 5851 | Mail/Postage | 455 | 3,499 | 27,875 | 24,376 | 87 % |
| 5900 | Copier/Printer Overage Charges | 7,874 | 22,407 | 64,323 | 41,916 | 65 % |
| | Total Supplies | 31,737 | 245,776 | 862,428 | 616,652 | 72 % |
| | Contractual and Professional Services | | | | | |
| 5792 | Software | 13,097 | 320,403 | 623,750 | 303,347 | 49 % |
| 5801 | Professional & Consulting Services | 9,794 | 178,281 | 523,008 | 344,726 | 66 % |
| 5804 | Other Consultants | 2,500 | 12,825 | 0 | (12,825) | 0 % |
| 5805 | Audit Services | 12,140 | 32,300 | 34,000 | 1,700 | 5 % |
| 5806 | Legal Services | 851 | 5,811 | 50,000 | 44,189 | 88 % |
| 5809 | Temporary Contracted Employees | 0 | 0 | 15,000 | 15,000 | 100 % |
| 5811 | IT Contracted Services | 0 | 3,971 | 0 | (3,971) | 0 % |
| 5813 | Delivery Services | 4,608 | 55,865 | 154,368 | 98,503 | 64 % |
| 5814 | Security Services | 680 | 18,470 | 53,316 | 34,846 | 65 % |
| 5817 | Lakeland Library Co-op services | 1,428 | 2,855 | 4,950 | 2,095 | 42 % |
| 5818 | Shredding services | 75 | 306 | 550 | 244 | 44 % |
| 5819 | Drug Screenings/background checks | 60 | 1,183 | 3,500 | 2,317 | 66 % |
| 5820 | Other Professional Services | 0 | 101 | 0 | (101) | 0 % |
| 5823 | Inspection Services | 0 | 1,140 | 3,200 | 2,060 | 64 % |
| 5825 | KDL Staff Event Services | 0 | 0 | 23,950 | 23,950 | 100 % |
| 5827 | Catering | 300 | 300 | 33,800 | 33,500 | 99 % |
| 5829 | Custodial/cleaning services | 530 | 3,145 | 29,450 | 26,305 | 89 % |
| 5830 | Other Contracted Services | 855 | 11,802 | 0 | (11,802) | 0 % |
| 5834 | Wellness Services | 0 | 1,800 | 0 | (1,800) | 0 % |
| 5836 | Employee & Partner Care (Flowers, Etc) | 0 | 1,971 | 6,500 | 4,529 | 70 % |
| 5890 | ILS Fees | 0 | 96,472 | 147,620 | 51,148 | 35 % |
| 5891 | Licenses and Fees | 40 | 4,442 | 4,685 | 243 | 5 % |
| 5893 | Marc Records License | 412 | 2,874 | 7,500 | 4,626 | 62 % |
| 5956 | Other Benefits Administration Fees | 1,928 | 16,623 | 34,500 | 17,877 | 52 % |
| 5957 | Pension Administration Fees | 0 | 1,343 | 6,600 | 5,257 | 80 % |
| 5958 | Payroll processing fees | 4,712 | 26,505 | 41,000 | 14,495 | 35 % |
| 5960 | Banking Fees | 0 | 566 | 8,450 | 7,884 | 93 % |
| 5961 | TSYS/Credit Card Fees | 1,235 | 6,371 | 11,850 | 5,479 | 46 % |
| | Total Contractual and Professional Services | 55,244 | 807,724 | 1,821,546 | 1,013,822 | 56 % |
| | Programming and Outreach | | | | | |
| 5794 | Outreach Supplies | 796 | 8,423 | 0 | (8,423) | 0 % |
| 5795 | Programming & Outreach Supplies | 4,545 | 24,503 | 157,490 | 132,987 | 84 % |
| 5865 | Programming Services | 2,014 | 9,339 | 34,165 | 24,826 | 73 % |
| 5885 | Speakers/Performers | 10,495 | 21,895 | 181,475 | 159,580 | 88 % |
| 5950 | Airport Free Library | 0 | 0 | 450 | 450 | 100 % |
| | Total Programming and Outreach | 17,849 | 64,160 | 373,580 | 309,420 | 83 % |
| | Maintenance and Utilities | | | | | |
| 5810 | IT Infrastructure Services | 58,228 | 349,369 | 400,000 | 50,631 | 13 % |

Kent District Library
Statement of Revenues and Expenditures
101 - General Fund
From 6/1/2021 Through 6/30/2021
(In Whole Numbers)

| | | Current Month | 2021 YTD | 2021 Original Budget | 2021 Original Budget to Actual Variance | Percent Remaining |
|------|---|---------------|-----------|-------------------------|---|----------------------|
| 5822 | Maintenance Contracts | 0 | 3,344 | 7,300 | 3,956 | 54 % |
| 5848 | Mobile Hotspots | 1,964 | 10,859 | 20,204 | 9,345 | 46 % |
| 5849 | Cell Phones/ Stipends | 1,924 | 11,118 | 30,692 | 19,574 | 64 % |
| 5850 | Telephones | 2,118 | 15,874 | 32,392 | 16,517 | 51 % |
| 5852 | Internet/Telecomm Services | 189,458 | 481,542 | 668,042 | 186,500 | 28 % |
| 5918 | Water/Sewer | 0 | 597 | 3,500 | 2,903 | 83 % |
| 5919 | Waste Disposal | 409 | 3,093 | 6,100 | 3,007 | 49 % |
| 5920 | Electric | 4,186 | 18,846 | 75,000 | 56,154 | 75 % |
| 5921 | Natural Gas | 384 | 5,370 | 15,000 | 9,630 | 64 % |
| 5925 | Lawn care & Snowplowing | 530 | 9,496 | 26,300 | 16,805 | 64 % |
| 5926 | Lawn/Landscaping | 144 | 1,458 | 0 | (1,458) | 0 % |
| 5928 | Branch Maintenance Fees | 0 | 208,171 | 420,907 | 212,736 | 51 % |
| 5929 | Land Repair and Maintenance | 0 | 383 | 3,300 | 2,918 | 88 % |
| 5930 | Building Repair and Maintenance | 1,213 | 13,895 | 88,000 | 74,105 | 84 % |
| 5931 | Equipment Repair and Maintenance | 657 | 1,500 | 24,750 | 23,250 | 94 % |
| 5932 | Vehicle Repairs and Maintenance | 19 | 1,091 | 12,900 | 11,809 | 92 % |
| 5933 | Software & IT Hardware Maintenance Agreements | 0 | 95,736 | 93,168 | (2,567) | (3)% |
| 5934 | Other Repair and Maintenance | 0 | 81 | 1,450 | 1,369 | 94 % |
| 5940 | Rentals | 8,730 | 96,976 | 186,064 | 89,089 | 48 % |
| 5941 | Printer/Copier Leases | 4,811 | 9,004 | 52,808 | 43,804 | 83 % |
| | Total Maintenance and Utilities | 274,775 | 1,337,802 | 2,167,877 | 830,075 | 38 % |
| | Staff Development | | | | | |
| 5910 | Staff Development & Conferences | 1,532 | 24,193 | 214,596 | 190,403 | 89 % |
| 5911 | Conferences | 613 | 1,670 | 0 | (1,670) | 0 % |
| 5913 | Travel/Lodging | 0 | 0 | 11,230 | 11,230 | 100 % |
| | Total Staff Development | 2,145 | 25,863 | 225,826 | 199,963 | 89 % |
| | Board Development | | | | | |
| 5908 | Board Development | 0 | 0 | 1,400 | 1,400 | 100 % |
| 5909 | Board Travel/Lodging | 0 | 0 | 10,050 | 10,050 | 100 % |
| | Total Board Development | 0 | 0 | 11,450 | 11,450 | 100 % |
| | Other Expenditures | | | | | |
| 5759 | Gas, Oil, Grease | 156 | 638 | 9,220 | 8,582 | 93 % |
| 5860 | Parking | 0 | 0 | 6,245 | 6,245 | 100 % |
| 5861 | Mileage Reimbursement | 999 | 5,362 | 72,014 | 66,652 | 93 % |
| 5870 | Branch Local Misc - Restricted Donation Expenditures | 2,859 | 67,154 | 212,620 | 145,466 | 68 % |
| 5873 | Website | 0 | 123,565 | 134,060 | 10,496 | 8 % |
| 5874 | Employment Advertising | 0 | 0 | 1,000 | 1,000 | 100 % |
| 5875 | System Advertising | 4,180 | 29,409 | 97,150 | 67,741 | 70 % |
| 5879 | Branch Advertising | 0 | 30 | 3,525 | 3,495 | 99 % |
| 5884 | Royalty Free Creative(Photography, Video, etc) | 0 | 1,208 | 8,700 | 7,492 | 86 % |
| 5901 | Outsourced Printing & Publishing | 1,620 | 6,772 | 61,500 | 54,728 | 89 % |
| 5906 | Promotions/Marketing | 0 | 3,496 | 9,420 | 5,924 | 63 % |
| 5907 | Sponsorships/Donations | 0 | 12,500 | 0 | (12,500) | 0 % |
| 5912 | Meetings | 580 | 713 | 31,550 | 30,837 | 98 % |
| 5915 | Memberships, Dues & Fees | 1,655 | 33,722 | 66,135 | 32,413 | 49 % |
| 5916 | Dues and Fees | 0 | 9,438 | 0 | (9,438) | 0 % |

Kent District Library
Statement of Revenues and Expenditures
101 - General Fund
From 6/1/2021 Through 6/30/2021
(In Whole Numbers)

| | | Current Month | 2021 YTD | 2021 Original Budget | 2021 Original Budget to Actual Variance | Percent Remaining |
|------|---|---------------|------------|-------------------------|---|----------------------|
| 5935 | Property Liability Insurance | 0 | 69,292 | 62,920 | (6,372) | (10)% |
| 5936 | Vehicle Liability Insurance | 0 | 10,734 | 15,500 | 4,766 | 31 % |
| 5937 | Flood Insurance | 0 | 4,588 | 20,000 | 15,412 | 77 % |
| 5938 | Bond Insurance | 0 | 10,724 | 11,873 | 1,149 | 10 % |
| 5939 | Workers Compensation Insurance | 0 | 16,875 | 48,000 | 31,125 | 65 % |
| 5942 | Errors and Omissions Insurance | 25 | 25 | 25 | 0 | 0 % |
| 5955 | Miscellaneous | 0 | 550 | 5,870 | 5,320 | 91 % |
| 5959 | Sales Taxes | 1 | 3 | 500 | 497 | 99 % |
| 5964 | Property Tax Reimbursement | 1,161 | 30,563 | 55,380 | 24,817 | 45 % |
| 5965 | MEL Return Items | 0 | 1,674 | 3,000 | 1,326 | 44 % |
| | Total Other Expenditures | 13,236 | 439,035 | 936,208 | 497,173 | 53 % |
| | Capital Outlay | | | | | |
| 5974 | Land Improvements - Depreciable | 0 | 0 | 200,000 | 200,000 | 100 % |
| 5975 | Building Improvements - Non-Depreciable | 49,575 | 49,575 | 650,000 | 600,425 | 92 % |
| 5976 | Building Improvements - Depreciable | 33,860 | 205,935 | 0 | (205,935) | 0 % |
| 5977 | Technology - Non-Depreciable (\$1000-4999) | 0 | 380,045 | 724,584 | 344,539 | 48 % |
| 5979 | Equipment/Furniture - Non-Depreciable (\$0-4999) | 690 | 35,841 | 580,275 | 544,434 | 94 % |
| 5980 | Equipment/Furniture - Depreciable (\$5000+) | 0 | 5,000 | 10,030 | 5,030 | 50 % |
| | Total Capital Outlay | 84,125 | 676,396 | 2,164,889 | 1,488,493 | 69 % |
| | Total Expenditures | 1,895,281 | 14,220,249 | 30,334,272 | 16,114,024 | 53 % |
| | Excess Revenue Over (Under) Expenditures | (1,209,437) | 10,681,379 | (3,309,146) | 13,990,525 | (423)% |

Kent District Library
 Check/Voucher Register - Check Register - Board Report
 From 6/1/2021 Through 6/30/2021

| Check Number | Vendor Name | Check Amount | Check Date |
|--------------|--|--------------|------------|
| 82029 | IP Consulting, Inc. | 404,076.04 | 6/7/2021 |
| 82129 | IP Consulting, Inc. | 189,704.66 | 6/18/2021 |
| 82047 | Midwest Tape | 179,887.32 | 6/7/2021 |
| 82159 | TerHorst & Rinzema Construction Co. | 148,200.00 | 6/18/2021 |
| 211380000563 | Priority Health | 129,782.63 | 6/2/2021 |
| 82127 | Ingram Library Services Llc | 63,568.15 | 6/18/2021 |
| 82093 | Everstream Holding LLC- Michigan | 55,892.64 | 6/18/2021 |
| 82027 | Ingram Library Services Llc | 52,804.32 | 6/7/2021 |
| 9880974896 | Verizon Wireless - MiFy Routers & Cell phones | 41,687.29 | 6/23/2021 |
| 06172021 | The Huntington Bank - Michigan | 33,808.82 | 6/17/2021 |
| 81973 | Baker & Taylor | 29,318.80 | 6/7/2021 |
| 82081 | Baker & Taylor | 22,724.07 | 6/18/2021 |
| 82031 | Kent County Treasurer-Mi Tax Tribunal Refunds | 21,856.14 | 6/7/2021 |
| 82037 | Maner Costerisan | 20,160.00 | 6/7/2021 |
| 82151 | Rehmann LLC / Rehmann Technology Solutions, LLC | 16,965.00 | 6/18/2021 |
| M0136542144 | American Heritage Life Insurance Company / Allstate Benefits | 15,008.99 | 6/2/2021 |
| 82144 | Midwest Tape | 14,733.34 | 6/18/2021 |
| M0136542174 | American Heritage Life Insurance Company / Allstate Benefits | 14,430.84 | 6/29/2021 |
| 211350001480 | Priority Health | 12,536.30 | 6/1/2021 |
| 81983 | Comerica Bank | 9,012.50 | 6/7/2021 |
| 82088 | Comerica Bank | 8,935.85 | 6/18/2021 |
| 82051 | Noordyk Business Equipment | 8,361.87 | 6/7/2021 |
| 82048 | MLA- Michigan Library Association | 6,899.31 | 6/7/2021 |
| 81980 | City Of Grandville | 6,750.00 | 6/7/2021 |
| 82065 | Thomas Klise/Crimson Multimedia | 6,650.00 | 6/7/2021 |
| 81988 | Findaway World, Llc | 6,044.76 | 6/7/2021 |
| 81989 | Frederik Meijer Gardens & Sculpture Park | 5,730.00 | 6/7/2021 |
| 81985 | DK Security | 5,511.39 | 6/7/2021 |
| 82032 | Kent Intermediate School District | 5,000.00 | 6/7/2021 |
| 82074 | World Affairs Council Of Western Michigan | 5,000.00 | 6/7/2021 |
| 82055 | RNL Graphics Solutions, LLC | 4,820.00 | 6/7/2021 |
| 81975 | Byron Township | 4,728.75 | 6/7/2021 |
| 82137 | David Medema / Medema Consulting Associates LLC | 4,250.00 | 6/18/2021 |
| INV02311520 | Paycor, Inc. | 4,122.32 | 6/10/2021 |
| 82057 | Same Day Delivery, Inc | 4,096.00 | 6/7/2021 |
| 82052 | Northeast Print House | 4,067.53 | 6/7/2021 |
| 81992 | Governmental Consultant Services Inc. | 4,000.00 | 6/7/2021 |
| 82161 | Thomas Klise/Crimson Multimedia | 3,630.00 | 6/18/2021 |
| 82132 | Library Ideas, Llc | 3,367.80 | 6/18/2021 |
| 82071 | Unique | 3,246.92 | 6/7/2021 |
| 82072 | Vanguard Fire & Security Systems Inc | 3,137.51 | 6/7/2021 |
| 206879872813 | Consumers Energy | 2,958.79 | 6/3/2021 |
| 1054021-0621 | PLIC - SBD Grand Island | 2,521.32 | 6/1/2021 |
| 82064 | The Rosen Publishing Group, Inc. | 2,414.70 | 6/7/2021 |
| 82158 | Staples Business Advantage | 2,370.21 | 6/18/2021 |
| 82094 | Findaway World, Llc | 2,330.01 | 6/18/2021 |
| 9878826061 | Verizon Wireless - MiFy Routers & Cell phones | 2,191.94 | 6/3/2021 |
| 222422 | TelNet Worldwide, Inc. | 2,118.40 | 6/23/2021 |
| 82069 | UAW Local 2600 | 2,050.09 | 6/7/2021 |

Kent District Library
Check/Voucher Register - Check Register - Board Report
From 6/1/2021 Through 6/30/2021

| Check Number | Vendor Name | Check Amount | Check Date |
|-----------------|---|--------------|------------|
| 82164 | UAW Local 2600 | 2,047.86 | 6/18/2021 |
| 82000 | Hodges Coaching LLC | 1,909.00 | 6/7/2021 |
| 82131 | Lewis Paper | 1,819.63 | 6/18/2021 |
| 516679 | 123.Net, Inc | 1,724.00 | 6/11/2021 |
| 81974 | Blackstone Audio Inc | 1,696.82 | 6/7/2021 |
| 81960 | Advanced Benefit Solutions, Inc / 44 North | 1,678.00 | 6/7/2021 |
| 82049 | NEO GOV | 1,653.76 | 6/7/2021 |
| 82160 | The Parrish Group, Inc / Kennari Consulting | 1,600.00 | 6/18/2021 |
| 82167 | WIMAGE | 1,500.00 | 6/18/2021 |
| 82145 | Lifeworks (US) LTD. | 1,238.80 | 6/18/2021 |
| 201985743853 | Consumers Energy | 1,226.85 | 6/8/2021 |
| 81961 | Affinity Mentoring | 1,200.00 | 6/7/2021 |
| 81990 | Cengage Learning | 1,130.85 | 6/7/2021 |
| 82082 | Blackstone Audio Inc | 1,106.09 | 6/18/2021 |
| 82035 | Lewis Paper | 1,077.28 | 6/7/2021 |
| 82085 | Central Michigan Paper | 996.00 | 6/18/2021 |
| 82148 | Pam Spring Advertising, Llc | 855.00 | 6/18/2021 |
| 82165 | Unique | 854.60 | 6/18/2021 |
| 81998 | Greenhaven Publishing LLC | 787.20 | 6/7/2021 |
| 82169 | Wolverine Printing Company | 778.00 | 6/18/2021 |
| 81993 | Graffix Plus / Extreme Graffix Inc. | 770.00 | 6/7/2021 |
| 82133 | Lowery Corp / Applied Imaging | 731.44 | 6/18/2021 |
| 82147 | Nationwide | 709.66 | 6/18/2021 |
| RIS0003476569 | Delta Dental Of Michigan | 681.68 | 6/14/2021 |
| 82168 | Wolverine Power Systems | 608.83 | 6/18/2021 |
| INV02349820 | Paycor, Inc. | 590.00 | 6/24/2021 |
| 82095 | Cengage Learning | 543.85 | 6/18/2021 |
| 81963 | Ambrose | 538.00 | 6/7/2021 |
| 81995 | Grand Rapids Building Services | 530.00 | 6/7/2021 |
| 81962 | All Season Lawn Care | 529.67 | 6/7/2021 |
| 82070 | Uline Shipping Supply Specialists | 482.03 | 6/7/2021 |
| 81991 | Gareth Stevens Publishing | 478.80 | 6/7/2021 |
| 82128 | Interphase Office Interiors, Inc. | 449.46 | 6/18/2021 |
| 81987 | Employment Screening Resources | 433.00 | 6/7/2021 |
| 82040 | Michigan Office Solutions (MOS) | 417.59 | 6/7/2021 |
| 2232694 | Arrowaste | 408.74 | 6/16/2021 |
| 81977 | Cavendish Square Publishing LLC | 406.80 | 6/7/2021 |
| 82039 | Michelle Facer | 400.00 | 6/7/2021 |
| 0020326757-0621 | Dte Energy | 384.31 | 6/2/2021 |
| 82067 | Town & Country Technologies | 371.31 | 6/7/2021 |
| 82163 | Troost Service Company | 350.60 | 6/18/2021 |
| 82030 | Jessica Bratt | 350.00 | 6/7/2021 |
| 82091 | Employee Assistance Center (EAC) | 340.00 | 6/18/2021 |
| 81981 | City Of Kentwood Treasurer | 307.62 | 6/7/2021 |
| 82034 | Legal Shield | 274.15 | 6/7/2021 |
| 82130 | Legal Shield | 274.15 | 6/18/2021 |
| 82135 | Mallory Shotwell | 250.00 | 6/18/2021 |
| 014256 | Medtipster.com, LLC. | 229.42 | 6/11/2021 |
| 82146 | Nadia Simons | 218.84 | 6/18/2021 |
| 82089 | Edc Educational Services | 213.72 | 6/18/2021 |
| 81982 | City Of Wyoming - Treasurer's Office | 211.48 | 6/7/2021 |
| 82149 | Performance Assessment Network | 210.00 | 6/18/2021 |
| 82096 | Greatamerica Financial Svcs. | 204.02 | 6/18/2021 |

Kent District Library
Check/Voucher Register - Check Register - Board Report
From 6/1/2021 Through 6/30/2021

| Check Number | Vendor Name | Check Amount | Check Date |
|--------------|--|--------------|------------|
| 81978 | Center Point Publishing | 163.59 | 6/7/2021 |
| 82028 | Innovative Sound Solutions | 160.00 | 6/7/2021 |
| 81997 | Greatamerica Financial Svcs. | 152.02 | 6/7/2021 |
| 81984 | Dawn Lewis | 150.00 | 6/7/2021 |
| 81965 | Aqua Blue Aquarium Solutions | 150.00 | 6/7/2021 |
| 82162 | Timothy Hawkins | 150.00 | 6/18/2021 |
| 82061 | Scholastic Library Publishing | 145.60 | 6/7/2021 |
| 81959 | Absopure Water Company | 137.50 | 6/7/2021 |
| 82075 | Absopure Water Company | 132.50 | 6/18/2021 |
| 82087 | Comcast Cable | 124.90 | 6/18/2021 |
| 82083 | The Lillie Labor Law Firm P.C. | 120.00 | 6/18/2021 |
| 82063 | Book Farm LLC | 98.50 | 6/7/2021 |
| IN2050162 | TASC | 94.02 | 6/28/2021 |
| 9878864662 | Verizon Wireless - MiFi Routers & Cell phones | 83.20 | 6/3/2021 |
| 81979 | Charles R. Myers | 81.52 | 6/7/2021 |
| 81999 | Heart Of West Michigan United Way | 78.00 | 6/7/2021 |
| 82098 | Heart Of West Michigan United Way | 78.00 | 6/18/2021 |
| 82166 | Vital Records Holdings, LLC / VRC Companies, LLC | 75.00 | 6/18/2021 |
| 82062 | Shirley Bruursema | 70.32 | 6/7/2021 |
| 81976 | Caitlin S. Oliver | 61.25 | 6/7/2021 |
| 82092 | Employment Screening Resources | 60.00 | 6/18/2021 |
| 82038 | Megan Schmitt | 60.00 | 6/7/2021 |
| 82058 | Sarah Ann Weller | 56.32 | 6/7/2021 |
| 82150 | Rebecca Deng | 50.00 | 6/18/2021 |
| 82076 | Ace Marasigan | 50.00 | 6/18/2021 |
| 82136 | Marlene Ploeg | 49.94 | 6/18/2021 |
| 82084 | Center Point Publishing | 44.34 | 6/18/2021 |
| 81994 | Grainger | 41.53 | 6/7/2021 |
| 81996 | Graphic Arts Service & Supply | 41.00 | 6/7/2021 |
| 81964 | Andrew Erlewein | 38.40 | 6/7/2021 |
| 82054 | Peter Dykhuis | 30.00 | 6/7/2021 |
| 82066 | Thomas Noreen | 30.00 | 6/7/2021 |
| 81986 | Edc Educational Services | 28.93 | 6/7/2021 |
| 82033 | Lauren Hawthorne | 28.00 | 6/7/2021 |
| 82053 | Performance Assessment Network | 28.00 | 6/7/2021 |
| 82152 | Ruby Braspenninx | 27.07 | 6/18/2021 |
| 82059 | Sarah VanWyk | 18.99 | 6/7/2021 |
| 82068 | Ty Swift | 17.99 | 6/7/2021 |
| 82086 | Chaeli Ackerman | 17.70 | 6/18/2021 |
| 82050 | Nicholas Hudson | 16.99 | 6/7/2021 |
| 82036 | Lori Vandezande | 16.99 | 6/7/2021 |
| 82134 | Madeline Heibel | 15.95 | 6/18/2021 |
| 82097 | Harriet Newbold | 15.00 | 6/18/2021 |
| 82090 | Elaine Newbold | 15.00 | 6/18/2021 |
| 82153 | Sarah Galloway | 14.99 | 6/18/2021 |
| 82060 | Schepers, Inc. | 13.50 | 6/7/2021 |
| 82073 | William Meade | 10.49 | 6/7/2021 |
| 82056 | Ruth Shovan | 9.99 | 6/7/2021 |
| 82154 | Sarah Molenkamp | 4.99 | 6/18/2021 |
| Report Total | | 1,647,400.25 | |

JUNE DIRECTOR'S REPORT

2021



It's summertime in Library Land! The world is finally opening back up post-pandemic and KDL's Summer Wonder program has launched. How has your branch continued to connect with the community as things slowly chug back to normal? Anything especially new or exciting to share?

ALPINE, TYRONE + WALKER

Alpine, Walker and Tyrone teams have leaped into programming and outreach this summer by finding opportunities to connect with the community. KDL is proud to be partnering with Feeding America again this year to provide Library Lunches To Go. This has been a cornerstone of connecting with new and established patrons over the summer, all while helping to alleviate food insecurity in Kent County. Pictured, Seasonal Intern Yannick Kpachavi is ready to hand out lunches at the Walker Branch!

For many years, the Alpine and Comstock Park Branches have partnered with York Creek Apartments and Wedgewood Christian Services to provide educational activities for children as part of an outreach event. This year, Youth Paraprofessional Anne Bartsch again paid a visit to York Creek Apartments, as she has in years past, to represent KDL at the event. Over 75 people attended in the first two days alone.

On June 30, Tyrone Township Branch Librarian Emily Bantel and Seasonal Intern Matthew Wagenheim attended their first outreach at Kent City Schools Summer Migrant Program. There, Emily led a craft and storytime for the littlest kids while Matt read Harry Potter to the older kids. Emily and Matt also brought along steel water bottles to hand out for the kids to use at school and stay hydrated. Matt enjoyed connecting with the community in a different way. A graduate of Kent City Schools, the Summer Migrant Program is held in the same high school where Matt once attended! Of the experience, Matt remarked that it was fun and a bit surreal to chat with teens about anime in his old high school stomping grounds!



ALTO + ENGLEHARDT

At both the Alto and Englehardt Branches, storytimes have finally started up outdoors. This beloved KDL program is perhaps what has been missed the most over the previous year and staff are happy to have the Library's youngest patrons back again. In related news, Summer Wonder is again in full swing, with both branches offering "passive programming" indoors. Passive programming means that patrons are welcome to participate in a craft or project within the library, but no formal gathering or event exists around the activity. This allows for more patrons to get involved while still maintaining a safe social distance. Also this summer, the Englehardt Branch participated in Feeding America's Library Lunches To Go for the first time this year. Last year, the branch did not meet the program's specified criteria. Staff hope that interest in this year's program will show a demonstrated need for next year and the year after that.



BYRON + GRANDVILLE

With Summer Wonder in full swing, staff at the Grandville and Byron branches are excited to once again be serving the community through library programming. Grandville has been proud to offer a Story Walk, as well as outreach events with local schools, to help supplement summer school and summer rec programs at West Elementary. Byron is also hosting a Story Walk, as well as the KDL Lab and Take n' Make events. Through these programs, patrons have been thrilled to spend more time with their beloved branch librarians, among them Julie Gillich and Dawn Heerspink, and have been all smiles as a result. Branch Librarian Meredith Schickel has also resumed her adult book club, which, for now, is being hosted outdoors. Another brand-new experience for both branches this year is Library Lunches To Go. Through this program, both branches combined distribute between twenty to thirty free lunches to any person younger than 18 years old.



CALEDONIA + CASCADE

Staff at Caledonia and Cascade have both enjoyed seeing the return of familiar families and programs again. Summer Wonder has begun and is truly Wonder-Full! This year, Cascade has added Cardio Drumming for Adults to the roster of programs and Caledonia is offering “Craft Lab” and “Art Starters,” all of which are in addition to regular storytimes and Teen Zones. At Cascade, Branch Librarian Nanette Zorn and Assistant Branch Librarian Ashley Geglio have benefitted kids at the Mary Free Bed YMCA by bringing activities and stories to local patrons there. In the Fall, the YMCA will provide free childcare to those who wish to attend KDL’s Mary Free Bed Book Club. Nanette and Ashley also love seeing new kids and regulars each week as they participate in KDL’s Summer Reading efforts.



COMSTOCK PARK + PLAINFIELD

This summer, the Comstock Park Branch has been taking full advantage of the newly renovated Dwight Lydell Park for yoga storytimes and other outdoor programs. Youth Paraprofessionals Leigh Verburg and Jackie Boss have also been invited by Brookhaven Mobile Home Park to perform storytimes there twice a month as well. Leigh and Jackie are excited about connecting with the community in this new way and hope to see these new patrons in the branch more often.



Plainfield’s participation in Library Lunch To Go has also been providing more lunches than ever before. Even though Northview High School is also distributing lunches five days a week, the Library has only increased the number of lunches served. The Library is proud to be a part of this effort!



FEATURED DEPARTMENT

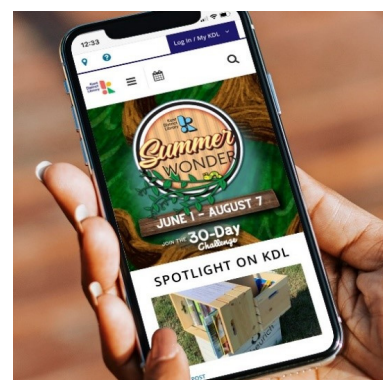
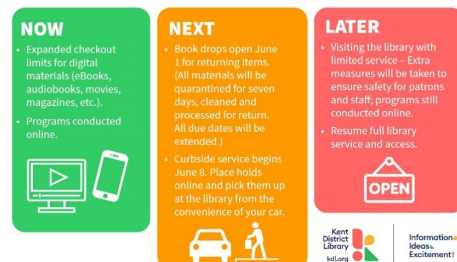
MARKETING/COMMUNICATIONS

MAJOR MILESTONES

Guiding patrons through the rapidly changing array of KDL services during the pandemic has been the top priority for Marketing Communications. This is accomplished by creating a comprehensive crisis communication plan with regular updates on changes in service and emergency closing notifications. This encompassed internal, municipal and public communications via media relations, patron email, social media, kdl.org and point-of-use (digital and printed signage). While many organizations referred to varied and often confusing phases of service, Marketing Communications focused on simple NOW/NEXT/LATER phases. Clarity was the theme throughout updates and introductions of new services, such as curbside service, free/curbside printing, expanded Wi-Fi hotspot availability and more.

Another major initiative was the launch in November of a totally new website and online catalog. The new site provides significant improvements in usability on mobile devices (50% of visits to kdl.org are with mobile devices), enhanced catalog functions and seamless integration of the catalog, programs, blogs and other information foster a greater experience of “discovery” for patrons.

KENT DISTRICT LIBRARY REOPENING PLAN



HIGHLIGHTS FROM THE PAST YEAR

- Promoted the shift from in-person to live-streamed/online programs.
- Developed a thematic approach for the KDL Strategic Plan and cascading goals, using training and ongoing work.
- Surveyed people who have checked out Wi-Fi hotspots to better understand the areas of greatest need. This information is being used in an American Rescue Plan Act (ARPA) funding application to purchase additional hotspots.
- Surveyed non-patrons and patrons for the new strategic plan. The data from the survey is being used to inform decisions on programs, outreach, community partnerships and other library services.
- Launched PerkPass, so patrons can obtain access to Frederik Meijer Gardens & Sculpture Park, Grand Rapids Art Museum, Grand Rapids Public Museum, and more. PerkPass is available to all KDL patrons but is of greatest value to people who otherwise might not be able to afford memberships.
- Published the 2020 Annual Report and Impact Report, showcasing how the library is delivering tremendous value for taxpayers & strengthening our community.
- Maximized a \$120,000 annual grant from Google for online promotion.
- Launched digital signage for more engaging promotions in all branches.



FEATURED DEPARTMENT

MARKETING/COMMUNICATIONS

MEET THE TEAM

Randy Goble, Director of Engagement, joined KDL in 2017. “An entry in the Teen Poetry Competition was brought to my attention as part of the process to evaluate and respond whenever signs of risk are noticed. The teen confirmed that they were a victim of abuse and that the poem was part of their healing process. They expressed appreciation for being ‘seen’ by KDL Programming and the Teen Workgroup. This example of the collective passion at KDL to further all people and why I’m so proud and honored to be part of this family.”

Brad Baker, Creative Service Coordinator, joined KDL in 2018. “Seeing projects through from inception to completion and the positive effects on our patrons’ lives is one of the most rewarding parts of my job. The ribbon-cutting of the Cascade Aquarium is one such project and that I will never forget.”

Janice Greer, Administrative Assistant, joining KDL this month, July 2021.

Dan Palasek, Printing and Bindery Technician, joined KDL in 2002. “I am proud that with all the pandemic challenges, we still had Summer Wonder.”

David Specht, Digital Marketing Strategist, joined KDL in 2016. “I’m so very proud of the way that KDL has, throughout the last year, listened to the variety of communities that it serves and put forth a real effort to meet their ever-evolving needs. From doubling down on existing efforts such as addressing food insecurity through food distribution programs and bridging the digital divide through our offering of Wi-Fi hotspots and Chromebooks, to developing and implementing brand new processes such as live-streamed programs and curbside pickup service, KDL staff were passionate and determined to serve others during a time so trying that it would often prove difficult to find the motivation to even take care of oneself.”

Remington Steed, Webmaster, joined KDL in 2020. “I joined KDL in the middle of the pandemic and a website migration, so I quickly learned how my colleagues handle stress -- with courage, hard work and a light heart. My greatest joy this year has been working with staff from every department and branch and discovering that they are all fantastic.”

Katie Zuidema, Communications Specialist, joined KDL in 2002 (took a break from 2006-2010 to raise kids). “KDL has never been as innovative as we were this past year. I’m so proud of the way KDL continued to offer excellent library service, even when our library branches were closed to in-person visits.”

PROGRAMS & OUTREACH

BOOKMOBILE

The Bookmobile visited:

- Three Kindergarten Graduation storytime visits
- The City of Rockford Start of Summer Parade
- The City of Lowell Pride Festival
- Storytime visit for special needs students at Conductive Learning Center
- Maranda in the Park Pop-up Party, in partnership with ReadGR
- Asian Pacific Festival



FALL PROGRAMMING PLANNING

This fall will mark the return of KDL's core programs. The in-person programs beginning in September will include family storytimes, KDL LAB STEAM programming for school-age children, Teen Zone activities and book clubs for adults.

GERALD R. FORD INTERNATIONAL AIRPORT

In partnership with ExperienceGR and the KDL Free Library is back at the Gerald R. Ford International Airport! If you are traveling soon, make sure to check it out.

KENT COUNTY JUVENILE DETENTION CENTER

KDL visited the Kent County Juvenile Detention Center to provide in-person art activity.

PUERTAS ABIERTAS

In partnership with CompreNew, 25 computers have been delivered to women and their families of Puertas Abiertas. KDL is collaborating with the caseworkers of Puertas Abiertas on assistance for applying for the Broadcast Benefit Program and for the Comcast's Internet Essential for internet access.

SPANISH ARTICLES

KDL started a collaboration with El Vocero Hispano, a community newspaper published in Spanish, to provide content to the Hispanic and Latino Community.

SUMMER PARK & OUTDOOR STORYTIMES

Many of KDL's in-person programs this summer are outside. The park programs include many storytimes and outdoor play programs for families. In June, KDL branches hosted over 100 outside programs with attendance of over 2,100 patrons.

WIMEE'S WORDS

Wimme's Words is broadcasting to the Michigan Learning Channel five times a week! The program is live on Tuesday, Wednesday and Thursday. For the month of June, Wimme's Words reached 4,272 views on social media platforms.



GRATITUDE STORIES

ALTO BRANCH

A teacher expressed her gratitude for the Booster Packs. With the circumstances this year, she tried to add some fun occasions to her class. She made frequent use of the Packs throughout the year. She reported her students enjoyed the books and loved the games. The teacher appreciated the fact that they were having so much fun, they did not realize they were learning.

ALPINE TOWNSHIP BRANCH

A patron came in with a faulty Playaway. When we attempted to order her a replacement, we found that the Playaway was from 2009 and the last one in the system. Fortunately, we discovered that the specific audiobook she was looking for was instantly available on Hoopla. The patron wasn't sure she had the technology or the know-how to get this audiobook, so we took this as an opportunity to tell her about all of KDL's wonderful eResources and showed her how easy it was to get them on her device. She couldn't believe all of this was free. She was especially grateful that she had three librarians at the branch excited to help her on her audiobook journey.

As patron Sandra was checking out, she told us that she really appreciates us bringing her book bundles to her car all winter. According to Sandra, the book bundles really saved her this winter and saved her brain. She appreciates every single person at Alpine.

A patron came in and was looking for the second book in an older inspirational series. She was told that KDL only had a digital copy of the book she was looking for, but a request could be made to order the book from another Michigan library. She was curious about eBooks but did not know too much about them. After helping her download Libby and showing her how to search for other Inspiration books, we were able to download the book she was looking for on the spot. She was so excited to have all of these books at her fingertips and was thankful that we were able to sit down and show her all the techy things her grandkids should be helping her with (ha!). It was a great reminder of why KDL is here.

A patron stated she loves the "Quiltmaker" magazine and hopes we never discontinue it. She stated she makes "something from it each time it comes out. Thank you for keeping the library open!"

A patron called Alpine's curbside line and requested a book bundle for a 4-year-old boy, some DVDs, and a take and make. The patron was overjoyed that we were able to bring these items out to her car in mere minutes. She said that she loves her library and we're really helping her out since her family is quarantining for surgery.

BYRON TOWNSHIP BRANCH

When staff arrived at the Branch on Tuesday morning there was a truck in one of our curbside spots and the gentleman appeared to be on a laptop. When the staff approached him and asked if he was here to use the Branch or if he was just using WIFI. He told them, "both". He would be using Wi-Fi until we opened and then meeting with a client inside. He said he meets clients at around 50 libraries around the state every year and the Byron Township Branch was the friendliest one by far. He said KDL should be proud of how they treat the public.

EAST GRAND RAPIDS BRANCH

A patron stated "I'm new to the area, I just moved here from Kalamazoo, but this is the nicest library I have ever been in! It has such a good vibe, a homey feeling."

GRATITUDE STORIES

ENGLEHARDT (LOWELL) BRANCH

A patron returned a GoPack bag and talked about how much her family had enjoyed it. The family, for work, splits their time between the Chicago area and West Michigan. They were heading back to their Illinois location, and the patron said she would be sharing information about the GoPacks with her library down there. In addition, she shared that when they had to choose a location up here, KDL was a factor in choosing where they lived.

GRANDVILLE BRANCH

A friend of the library mentioned to staff that she has a good friend with Multiple Sclerosis (MS) and due to this, her friend has never been able to comfortably use the library, simply getting out of the car to come in was too much of a burden. But ever since KDL has rolled out curbside service, her friend has become a regular and excited library user.

KENTWOOD (RICHARD L. ROOT) BRANCH

Dear Hodgepodge Team,

I'm Amber, the 7th-grade online teacher over at Kelloggsville Middle School! I just wanted to tell you that my virtual students love your teen talk show and ask for it weekly! If I forget, they will remind me immediately every Wednesday morning! I even find myself laughing in my empty classroom along with the two of you. Thank you so much for introducing us to some amazing books and helping us to look forward to Wednesdays! We have seen all of the episodes and look forward to many more!

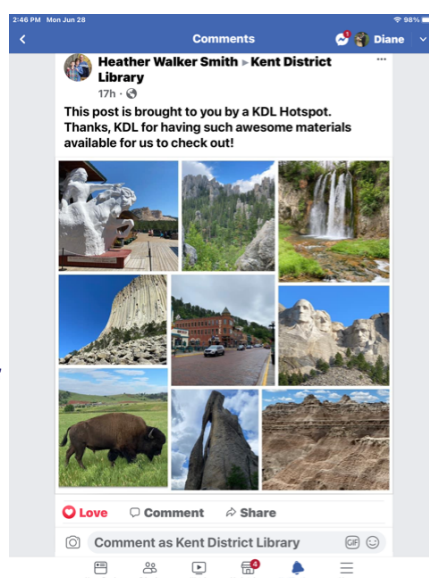
PLAINFIELD TOWNSHIP BRANCH

Patron Elizabeth stopped by the front desk to tell us how grateful she was for the Plainfield branch. The library where she has a cabin, in Van Buren County, is only open four hours a week and doesn't have much. She said the Plainfield branch was world-class compared to that one.

WYOMING BRANCH AND TALKING BOOK & BRAILLE CENTER

A 54-year-old woman was curious about what was going on in the story hour room because she wanted to take her grandson to a storytime. Staff invited her in and said that all moms are welcome. She was a bit hesitant to come in, but after getting settled in, she opened about how she and her husband just adopted an 8-year-old girl out of the foster care system. She hasn't been able to talk about her fears about being a mom of a young child again with anyone. When the staff asked the group, "What is one thing you are grateful for today?" She replied, "meeting all of you. I work from home, so I don't get to talk to other moms about the struggles I face every day with a new daughter."

**A HEARTFELT appreciation
for KDL Hotspots that was
shared on Social Media!
This family are BIG users of
the Caledonia branch.**



KATIE KUDOS



KATHY CHENEY

PLAINFIELD TOWNSHIP
HELPFUL

was nominated by Tricia Hetrick because...

We desperately needed someone to sub for us on a Saturday so that lunches could be covered. Kathy selflessly stepped in and offered to come in on her day off (on a June Saturday!) to be at the front desk during the lunch hour to help us out. Thank you, Kathy!

TINA CORNWELL

KRAUSE MEMORIAL (ROCKFORD)
HELPFUL

was nominated by Shannon Vanderhyde because...

Tina never hesitates to do "other duties as assigned." She actually rarely gets assigned...she volunteers! I am amazed by what she takes on to do beyond her shelving duties. On top of that, she is almost always smiling when I see her. She is one of my favorite people to work with. If only we could convince her to apply for an ABL position!

MELISSA ENGLISH

KRAUSE MEMORIAL (ROCKFORD)
AUTHENTIC

was nominated by Shannon Vanderhyde because...

Melissa took it upon herself to connect with businesses in our community to create a summer scavenger hunt. She specifically chose businesses that we don't usually connect with and walked over to talk to numerous people. She ended up with a great program, where our patrons can walk around downtown Rockford looking for our stuffed storybook characters (and Katie L.!). I am inspired by her every day.

UPCOMING MEETINGS

KDL Regular Board Meeting
THURSDAY, AUGUST 19, 2021
4:30 PM
KDL SERVICE & MEETING
CENTER

KDL Regular Board Meeting
THURSDAY, SEPTEMBER 23, 2021
4:30PM
KDL SERVICE & MEETING
CENTER

KDL Regular Board Meeting
THURSDAY, OCTOBER 21, 2021
4:30 PM
KDL SERVICE & MEETING
CENTER



DATES OF INTEREST

OTHER MEETINGS

KDL Pension Meeting
 August 18, 2021
 1:00 PM
 KDL Service & Meeting Center

MLA Annual Conference
 October 13 -14, 2021
 Virtual
 Early Bird Deadline: September 24, 2021
 Group Deadline: September 10, 2021



MONTHLY PROJECT REPORT

JUNE 2021

- 4** New projects approved
- 16** Projects in approval queue
- 0** Declined



| | |
|-------------|----|
| Not started | 0 |
| In progress | 14 |
| Late | 0 |
| Completed | 21 |

ARPA Grant Equipment Funding

- Project Lead:** Christine Mwangi **Approval Date:** 06.21.21
- Status:** On track **Due Date:** 07.15.21

As part of a relief package, the Library of Michigan is offering \$4M through the ARPA Equipment Grant to qualifying libraries who can demonstrate both patron need and the ability to execute dispersion of funds within the grant's select timeframe, roughly August 2021 through September 2022. KDL is applying for the grant with intent to install a 24/7 vending machine at either the Kelloggsville Library or Service + Meeting Center. The library has historically had an issue with reaching those who work second and third shift; however, the global COVID-19 pandemic further affected in-person library visits and accessibility to resources like never before. In a post-COVID world, many libraries are struggling to re-welcome people into their buildings, so a vending machine would be an ideal solution for those still nervous about public spaces and those who cannot get to a library during open hours. This project, as outlined, will be contingent upon grant funding.

NEW!

Circulation Moonshot: Displays + Merchandising

- Project Lead:** Alantha Mansberger **Approval Date:** 06.30.21
- Status:** On track **Due Date:** 06.01.22

With physical materials circulation consistently waning over the past decade and with no cohesive strategy in place to combat it, KDL is conducting research on consumer behaviors, such as how patrons browse and select materials and how patrons respond to materials being "merchandised" or presented face out to the consumer. In an effort to achieve a systemwide circulation increase of 10% by 2023, this project will aim to introduce and train displays and merchandizing tactics at each branch and develop the 2022 KDL budget around new display items (tables, furniture, easels) as an investment in the consumer. This project will also seek to map how and why KDL currently displays items and how displays can be more data and engagement driven systemwide. New strategies have already been piloted at the Cascade and Caledonia branches with positive results.

NEW!

Circulation Moonshot: Weeding Standards

- Project Lead:** Liz Guarino **Approval Date:** 06.30.21
- Status:** On track **Due Date:** 06.01.22

Although KDL has previously adopted weeding standards, they have not been consistently followed. This is most likely due to a lack of clarity around the "why" of the practice, especially as it pertains to our popular materials collection. As part of this project, KDL will map the weeding process from beginning to end in an effort to reinforce weeding standards and document book donation and recycling options, with the ultimate goal being to clearly communicate why weeding standards are an integral part of the Library's goals for the community and leverage how to most effectively balance our diverse collection of materials.

NEW!

PolicyTech Update



Project Lead: Elvia Myers
Status: On track

Approval Date: 06.09.21
Due Date: 07.30.21

PolicyTech is a policy and procedure management software adopted by KDL in 2019 as a tool for storing and searching for contracts, policies, procedures and other communications. Unfortunately, a recent survey conducted in an effort to better gauge how PolicyTech is being utilized across the organization indicated a low level of interest in using/learning the tool in general and that those who do use it may not be doing so effectively, resulting in delays and frustration when searching for important documents. Acknowledging that software must work first and foremost for the user and not the other way around, this project will: take inventory of documents currently housed within the software and update categories, tags and other search indicators as necessary in order to establish consistency and order across all document types; establish best practices for uploading, updating and navigating materials, as well as identify any gaps or room for error in the process; create new training and procedures for using PolicyTech; and determine if the PolicyTech software is the best possible solution for the needs of its users as a whole.

Patron Point Recommends



Project Lead: David Specht
Status: At Risk

Approval Date: 05.26.21
Due Date: 07.16.21

Patron Point Recommends delivers attractive, personalized reading recommendations and newsletters directly to patron inboxes, driving use of the collection and directly increasing patron engagement. The service, which is already included in KDL's subscription to Patron Point, is meant to replace KDL's expiring agreement with Library Aware and will deliver customized book recommendations to interested library users. This project has been paused to focus on other summer endeavors. A new due date is forthcoming.

Adult Programming Take & Makes



Project Lead: Paula Wright
Status: On track

Approval Date: 04.07.21
Due Date: 08.05.21

Adult Programming Take and Makes have been a rousing success, with almost all 600 kits dispersed at branches by the first week of July and 81 video views so far. There has been interest expressed in continuing this kind of offering for the fall, but after discussion with Programming regarding budget, along with MarCom's desire to get more people coming in for face-to-face programs, KDL will not be continuing take and makes for any ages after the summer season. Instead, Lions & Rabbits will be offered as a system-wide programming option and will present in-person on Watercolor Basics for Beginners. More information on this will be sent out at the end of the week for branches to select.

Annual Survey Project - OrangeBoy



Project Lead: Randy Goble
Status: On track

Approval Date: 03.24.21
Due Date: 09.01.21

Collection is complete and the project team is now in the process of analyzing and organizing all applicable data surveyed. A recommendation is expected to be received by August, after which 2022 strategic planning will begin with the new survey results in mind.

Circulating Memberships

✓ **Project Lead:** Remington Steed **Approval Date:** 03.31.21
Status: Complete **Due Date:** 06.28.21

The data-management app Quipu was purchased and configured to provide an easy way for patrons to check out available entertainment passes online. KDL has obtained passes from the Grand Rapid Art Museum, systemwide staff training is underway, and the app is now available for patron use via in-branch promotion only (soft launch). A date for a more widely publicized public launch has yet to be determined, as KDL awaits official buy-in and cooperation from several interested vendors.

Core Collection of Perennial Favorites

✓ **Project Lead:** Penni Zurgable **Approval Date:** 01.22.21
Status: Complete **Due Date:** 8.31.21

This project is complete and the first assessment of the collection, done by Collection Development and Branch Librarians, is set for September. Staff are busy promoting core titles within the branches and a project proposal focusing on similar lists for teens and children is in the works. Both staff and patrons alike are excited about this new way to find and recommend popular titles in a reliable way.

Decentralizing Curbside Printing via TBS

✓ **Project Lead:** Kate Allen **Approval Date:** 03.10.21
Status: Complete **Due Date:** 06.30.21

A communication plan and talking points for staff rollout have been circulated and the project is officially coming to a close. Additionally, "KDL Curbside Printing" and "KDL Mobile Printing" have are now consolidated on kdl.org to one unified webpage called "Print From Anywhere" and flyers to advertise the new streamlined service have been made.

EDI Collection Audit / Tagging

● **Project Lead:** Samantha Hodge **Approval Date:** 03.24.21
Status: On track **Due Date:** 12.31.21


An automation process for tagging the KDL collection through the ILS is underway, though an exact timeline of when this will be complete is still to be determined. In the meantime, project members continue to assess training needs and develop materials.

Endowment Fund Management

✓ **Project Lead:** Christine Mwangi **Approval Date:** 05.05.21
Status: Complete **Due Date:** 07.31.21

KDL continues to work with Kennari Consulting to establish best practices and policies concerning the fund, along with strategizing how to attract and handle major donations while promoting, growing and communicating what percentage may be spent annually.

Laptop Switchover from ThinClients

 **Project Lead:** Kurt Stevens **Approval Date:** 10.01.20
Status: On track **Due Date:** 09.24.21


The Laptop Project has made great progress since the last update. As of July 2, the main deployment of laptops at all KDL branches has been completed. The final round of equipment has been ordered for the next (and final) stage and deployment at the Service Center will begin soon. The KDL IT Team has been thrilled by the positive reception of these laptops from branch staff.

MS Bookings for Study Rooms

 **Project Lead:** Elvia Myers **Approval Date:** 03.08.21
Status: Complete **Due Date:** 6.30.21


The pilot launched on July 1, allowing patrons and staff to reserve private rooms at the Gaines, Cascade and Amy Van Andel Library branches. If successful, it will be rolled out to the rest of KDL at a later date. The project team is currently finding ways to capture data on room use frequency, as well as reservation purpose, in order to better serve patrons.

MUSICat / KDL Vibes

 **Project Lead:** Stacy Schuster **Approval Date:** 03.31.21
Status: On track **Due Date:** 10.01.21


KDL's MUSICat streaming services for local music, known as KDL Vibes, is on track to launch in fall 2021 with approximately 40 albums. The KDL Vibes site has been "live" for project team members since April 19 as they explore and refine the patron user experience. Toward the end of the summer, more specific marketing for the site will begin in earnest.

New Printers and Print Management Service

 **Project Lead:** Kurt Stevens **Approval Date:** 03.24.21
Status: On Track **Due Date:** TBD

Following approval by the Board and the successful conclusion of the Pilot Process, the KDL IT Team has signed contracts confirming their partnership with Michigan Office Solutions as KDL's primary Printer Fleet Management Service. The KDL IT Team is excited to work with this partner to improve KDL's current printer fleet and deployment of the new fleet for the branches and the Service Center will begin soon. Michigan Office Solutions is also committed to subsidizing patron printing in addition to management of our fleet. The due date will be established when the equipment ships, once notified of the equipment shipping a due date can be determined.

Rehmann - Finance Department Audit

 **Project Lead:** Kim Lindsay **Approval Date:** 11.02.20
Status: On Track **Due Date:** 07.31.21

The Finance Department recently met with an Amazon Prime for Business representative and are in the process of consolidating branch and department accounts to one Amazon Prime for Business account. Designated purchasers have been selected for each branch. The department continues to work through its punch list as they prepare for the 2022 budgeting season.

Stump the Librarian Youth Podcast

✓ **Project Lead:** Courtnei Moyses **Approval Date:** 03.31.21
Status: Complete **Due Date:** 06.30.21

With the first episodes recorded and a go-live date set for mid-July, KDL staff plan to collect questions posed by children trying to "stump the librarian," which KDL librarians will then answer in a fun and engaging way. This is a great way to demonstrate critical thinking and research skills to a young audience, as well as promote the KDL collection and materials. Marcom continues to market the show and push for more questions via the KDL blog and website.

Wonderknook Playspace Pilot

✓ **Project Lead:** Abby D'Addario **Approval Date:** 03.24.21
Status: Complete **Due Date:** 06.30.21

With the pilot now complete, this project is moving forward with new insight for the systemwide execution. The project team has advised on proceeding with a different vendor, with their main reasons being notable and irregular wear and tear of the pieces and a lack of design/space planning, among other design flaws. Renegade, the original furniture vendor for the pilot, was also recently purchased by a New York company and is no longer a part of Custer. Team members are meeting with a new vendor in July to discuss options. A new project proposal for systemwide play spaces is forthcoming, as well as an RFP and recommendation to the board.



BUILDING PROJECTS



Grandville



Project Lead: Josh Bernstein
Status: On track

Approval Date: 2020
Due Date: 10.09.21 (estimate)

The project continues to progress toward final completion. Demolition of the interior is officially complete and much of the initial building (study room walls, quiet reading area, children's area, etc.) have been finished. Mudding and sanding are also almost complete and painting will begin soon. Some light fixtures and ceiling work has also started. Outside, the building DDA project is also in full swing, with framing for the farmer's market in place. Landscaping work is scheduled to begin in the next few weeks.





BUILDING PROJECTS



Service + Meeting Center



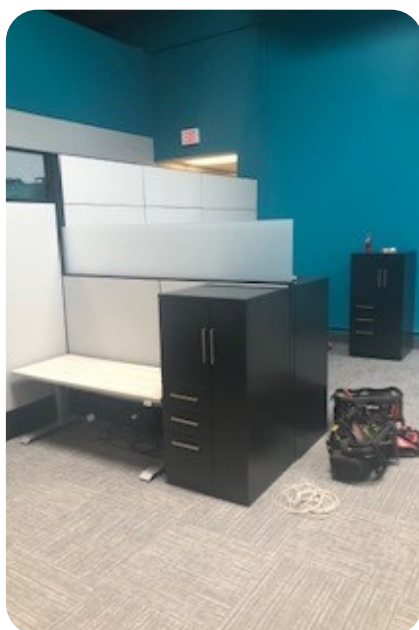
Project Lead: Missy Lancaster

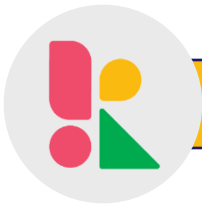
Approval Date: 2020

Status: On track

Due Date: 12.17.21 (estimate)

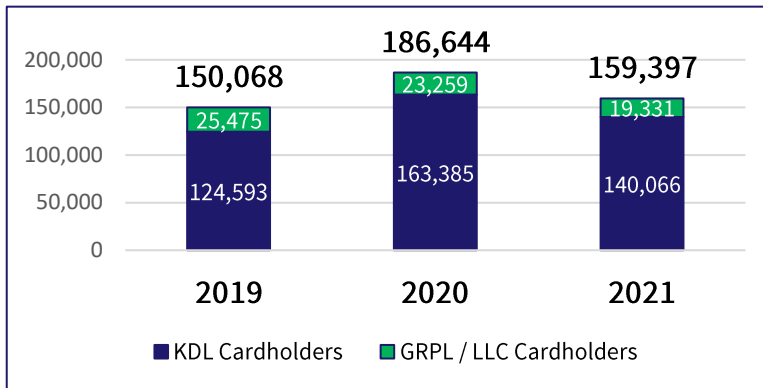
The Patron Services Department is complete, as well as the Delivery Area save for panel walls. (Those will be arriving in late August with the rest of the furniture for Programming and Collection Services.) Delivery has moved back into their designated area as of June 14, all without any delays or interruptions to service. In the MelCat and Programming areas of the Service Center, walls are currently being patched, but due to shifts in building structure over time a few issues have been identified. Since 2013, the building has settled two inches deeper into the ground, causing bowing in the drywall. It is probably that this will continue to drop over time and become increasingly unsafe. The Library is currently reviewing costs, but the most likely solution may be to remove the upper portion of the wall and expose the ductwork and original ceiling underneath. This is considered major demo and will require additional painting as these newly exposed areas will have not been painted along with the rest of the building. Fortunately, other areas of the project remain on track. General painting will begin the week of July 12 and floor renovation will begin the week of July 19.





JUNE 2021 STATISTICAL SUMMARY

Active Patrons:



1,197 Accounts Added in May:

- 1,043 New KDL Cardholders
- 104 New GRPL Cardholders
- 50 New LLC Cardholders

Note: In 2020, Library Card Challenge accounts were added to the KDL cardholder total when that program ended, and formerly expired accounts were reactivated through summer 2021 to more easily access digital resources. These accounts have now begun to expire again.

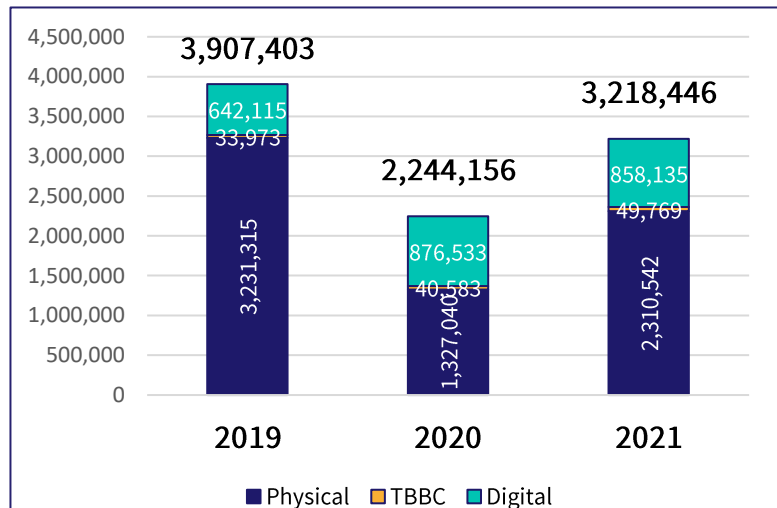
Note: Branches were closed March 13 – August 4, 2020 and November 16, 2020 – January 18, 2021 due to COVID-19. Curbside service began June 15, 2020. Limited in-branch hours were offered August 5 – September 20, 2020.

Climbing Back to Normal:

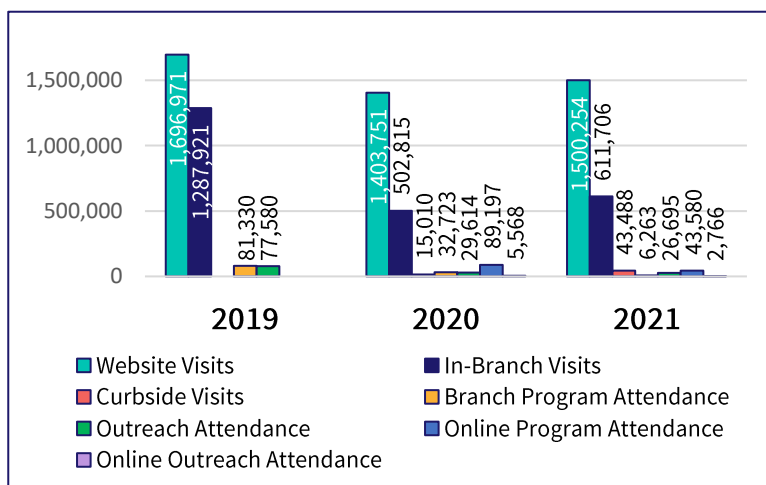
- **Physical Checkouts:** Up 41% from last month; Up 298% from 2020; Down 21% from 2019
- **Digital Checkouts:** Down 4% from last month; Down 0.2% from 2020; Up 26% from 2019
- **Visitor Count:** Up 36% from last month; Up 900% from 2020; Down 40% from 2019
- **Program Attendees:** Up 72% from last month; Down 29% from 2020; Down 58% from 2019

(See reverse for more details)

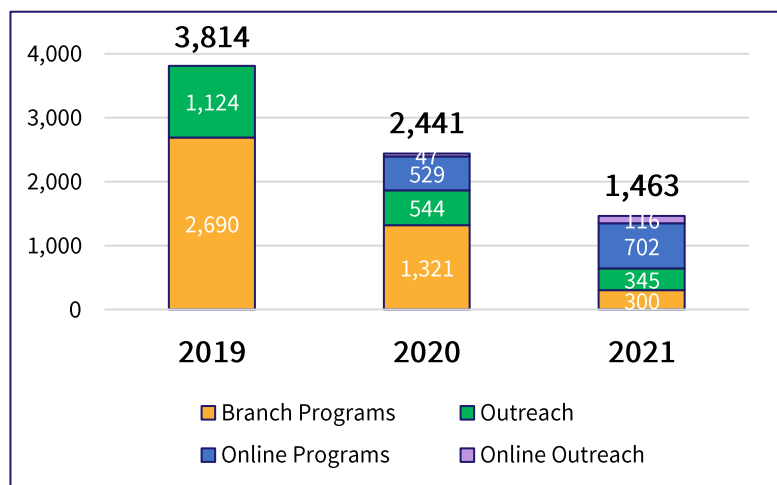
Circulation YTD:



People Served YTD:



Number of Events YTD:

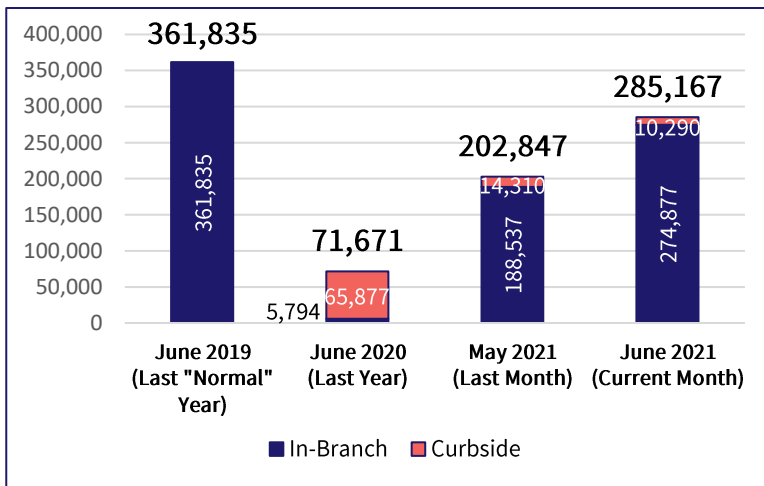




STATISTICS IN-DEPTH: CLIMBING BACK TO NORMAL

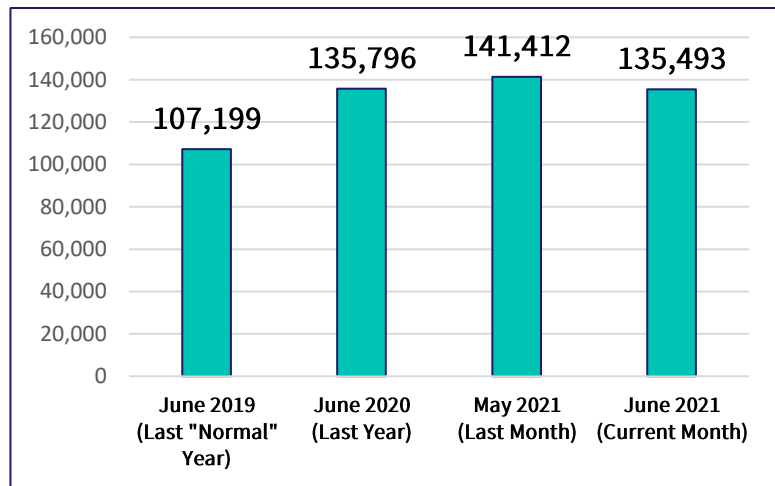
Branches are now back to normal services. How have our basic statistics changed month-to-month and when compared to 2020 (when branches re-opened for curbside service only midway through the month), and compared to the last "normal" year of 2019?

Physical Items Checked Out:



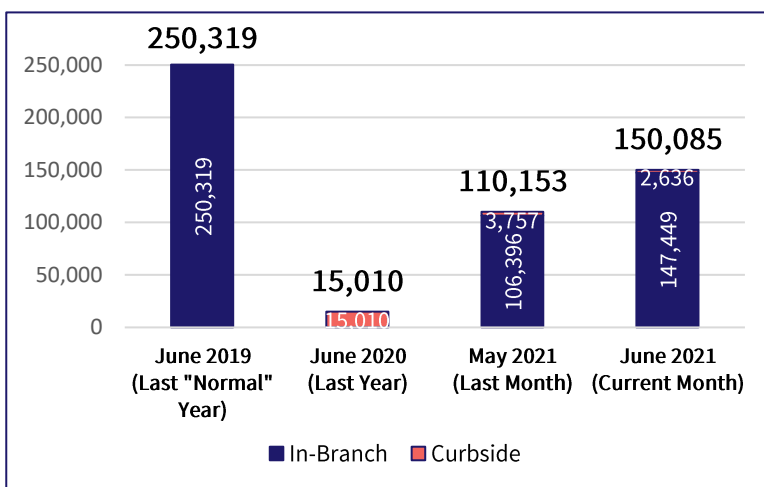
41% more total items were checked out compared to last month, but 21% fewer compared to the same month in 2019. Curbside use accounted for 4% of checkouts in June.

Digital Items Checked Out:



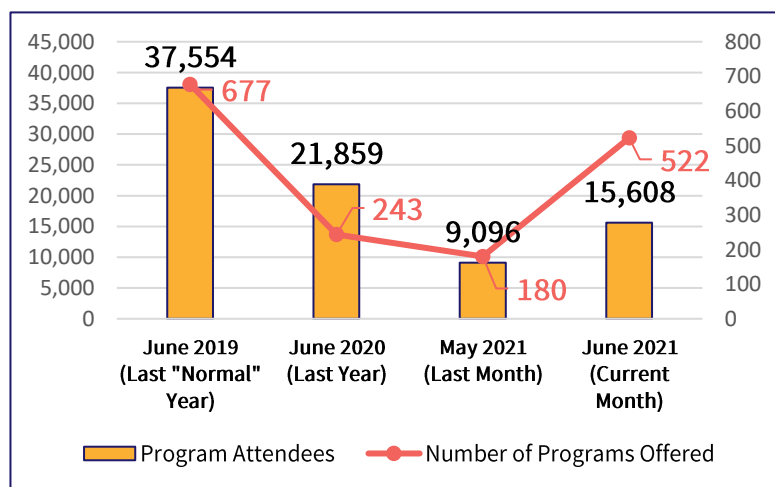
Digital checkouts are down 4% from last month almost even with the same month in 2020, but are up 26% compared to the same month in 2019.

Visitor Count:



Including both in-branch and curbside visits, total visitors increased 36% compared to last month, but are down 40% compared to the same month in 2019. Curbside users accounted for 2% of visitors in June.

Programs:



KDL offered almost 3 times more programs than last month, and had 72% higher attendance. Attendance is still down 58% from 2019, when a full schedule of normal in-branch Summer programming was offered.



MOST POPULAR TITLES LAST MONTH

Click on each title for a link to the catalog

KDL CORE Titles (All copies):

Title Checkouts

1. *Where the Crawdads Sing* by Delia Owens 124
2. *The Guest List* by Lucy Foley 100
3. *The Silent Patient* by Alex Michaelides 75
4. *Before We Were Yours* by Lisa Wingate 73
5. *Educated* by Tara Westover 63

KDL CORE Titles (Stickered copies):

Title Checkouts

1. *The Nightingale* by Kristin Hannah 37
- The Silent Patient* by Alex Michaelides 37
3. *This Tender Land* by William Kent Krueger 29
4. *Where the Crawdads Sing* by Delia Owens 28
5. *Little Fires Everywhere* by Celeste Ng 27

All Physical Items (Most Checkouts):

Title Checkouts

1. *The Four Winds* by Kristin Hannah 248
2. *Grime and Punishment* by Dav Pilkey 194
3. *Sooley* by John Grisham 183
4. *Guts* by Raina Telgemeier 162
5. KDL WiFi Mobile Hotspot 161

All Physical Items (Most Holds):

Title Holds

1. KDL WiFi Mobile Hotspot 190
2. *The Last Thing He Told Me* by Laura Dave 185
3. *Golden Girl* by Elin Hilderbrand 164
4. *Malibu Rising* by Taylor Jenkins Reid 162
5. *The Four Winds* by Kristin Hannah 228

OverDrive Items (Most Checkouts):

Title Checkouts

1. *The Midnight Library* by Matt Haig (audio) 196
2. *The Guest List* by Lucy Foley (audio) 187
3. *The Four Winds* by Kristin Hannah 152
4. *Beach Read* by Emily Henry 141
5. *The Vanishing Half* by Brit Bennett 127

OverDrive Items (Most Holds):

Title Holds

1. *The Four Winds* by Kristin Hannah 761
2. *The Four Winds* by Kristin Hannah (audio) 431
3. *The Last Thing He Told Me* by Laura Dave 388
4. *The Midnight Library* by Matt Haig 363
5. *Greenlights* 294
by Matthew McConaughey (audio)



STAFF CHANGES & ANNIVERSARIES

July 2021

| NEW HIRES | POSITION | EFFECTIVE |
|-------------------------|---------------------------------------|-----------|
| Shannon O'Rourke Kasali | Branch Librarian – Grandville | July 7 |
| Janice Greer | Administrative Assistant – Engagement | July 12 |

| OPEN POSITIONS | TYPE |
|--|-----------|
| Assistant Branch Librarian – Ada / Amy Van Andel | Part-time |
| Shelver – Cascade (3 positions) | Part-time |
| Branch Librarian – Cascade | Full-time |
| Shelver – Ada / Amy Van Andel | Part-time |
| Patron Services Associate – Service Center | Part-time |
| Assistant Branch Librarian Subs | Temporary |
| Assistant Branch Librarian – Caledonia | Part-time |
| Shelver – Gaines Township | Part-time |
| Shelver – Byron Township | Part-time |
| Shelver – Plainfield | Part-time |

| PROMOTIONS & TRANSFERS | FROM | TO | EFFECTIVE |
|------------------------|--------------------------------------|--|-----------|
| Rebecca Avilla | Assistant Branch Librarian Sub | Assistant Branch Librarian - Wyoming | June 7 |
| Nicole Rapacki | Assistant Branch Librarian Sub | Assistant Branch Librarian - East Grand Rapids | June 21 |
| Emily Dao | Assistant Branch Librarian - Wyoming | Assistant Branch Librarian – Caledonia | June 28 |
| Daniel VanDyke | Assistant Branch Librarian Sub | Assistant Branch Librarian - Plainfield | July 12 |
| Anne Parada | Assistant Branch Librarian Sub | Assistant Branch Librarian - Wyoming | July 12 |
| Kate Cousins | Assistant Branch Librarians | Assistant Branch Librarian – Cascade | July 19 |

| DEPARTURES | POSITION | EFFECTIVE |
|----------------------|--|-----------|
| Jennifer Van Hal | Assistant Branch Librarian – Cascade | June 26 |
| Mary Dersch | Branch Librarian – East Grand Rapids | July 1 |
| Bob McVay | Sub | July 6 |
| Kathy Deters | Assistant Branch Librarian – Cascade | July 7 |
| Dany Thomas-Robinson | Assistant Branch Librarian – Krause Memorial | July 16 |
| Miriam Attal | Shelver – Byron Township | July 23 |
| Ian Irish | Shelver – Plainfield Township | August 23 |

| EMPLOYEE ANNIVERSARIES (AUGUST) | BRANCH OR DEPARTMENT | LENGTH OF SERVICE |
|------------------------------------|------------------------|-------------------|
| Rochelle Ball | Administration | 13 years |
| Emily Bantel | Tyrone Township | 8 years |
| Ian Gunnett | Patron Services | 7 years |
| Missy Lancaster | Building Maintenance | 7 years |
| Tony Senna | Sub Pool | 7 years |
| Sara Moseley | Cascade | 6 years |
| Crystal Logan-Syrewicze | Kentwood | 5 years |
| Christine Paige | Kentwood | 5 years |
| Reilly Brady | Finance | 4 years |
| Angela Deckard | Alpine | 4 years |
| Seth Hoekstra | Collection Services | 4 years |
| Kurt Stevens | Information Technology | 4 years |
| Christine Hekman | Grandville | 3 years |
| Rachael Kruithof | Byron Township | 3 years |
| Janelle Mitchell | Sub Pool | 3 years |
| Julie Visser | Grandville | 3 years |
| Heather Groen | Grandville | 2 years |
| Joel Kibbe | Patron Services | 2 years |
| Natalie Budnick | Plainfield | 1 year |
| Rachael Hamlet | Kentwood | 1 year |
| Samantha Holland | Caledonia | 1 year |
| Alayna Lackey | Wyoming | 1 year |
| Lisa McKelvey | Kelloggsville | 1 year |
| Abigail Stange | Cascade | 1 year |



BOARD OF TRUSTEES ATTENDANCE - 2021

| | SHIRLEY BRURSEMA | ANDREW ERLEWEIN | SHERI GILREATH- WATTS | PETER DYKHUIS | CHARLES MYERS | TOM NOREEN | CAITIE S. OLIVER | PENNY WELLER |
|--------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|-------------------------------------|
| January 21, 2021* | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| February 18, 2021* | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| March 18, 2021* | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| April 15, 2021 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| May 20, 2021 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> * | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> * | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| June 17, 2021 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> * | <input checked="" type="checkbox"/> |
| July 15, 2021 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| August 19, 2021 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| September 23, 2021 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| October 14, 2021 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| October 28, 2021 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| November 18, 2021 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| December 16, 2021 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

*BOARD PARTICIPATION VIA TELECONFERENCE

| TRUSTEE NAME | MEETING DATE | TRUSTEE NAME | MEETING DATE |
|--------------|--------------|--------------|--------------|
| | | | |
| | | | |
| | | | |
| | | | |



Kent District Library Portfolio Review

Jim Womack, CFA
Portfolio Manager – Managing Director

Kyle Johns, CFA
Portfolio Manager

July 15, 2021

Atlanta Capital Management Co., LLC

As of March 31, 2021



Founded: 1969

Assets Under Management: \$29.3 billion

- Singular focus on High Quality stocks & bonds
- SMID equity manager for the KDL Pension since 2008
- 30 Year history of managing short duration portfolios
- 89% of the fixed income assets are operating and reserve portfolios

Focused on providing capital preservation, liquidity,
and strong risk-adjusted returns in all market conditions

High Quality Short Duration

Investment Approach

Our Belief



- Securities with stable and predictable cash flows, and low credit and event risk produce consistent returns and preserve capital during times of capital market uncertainty.

Our Objective



- Protect assets and provide liquidity in all market conditions.
- Seek to provide higher return alternatives to low yielding money market funds and government debentures.
- Deliver strong risk-adjusted returns over time, with lower volatility than the benchmark and peers.

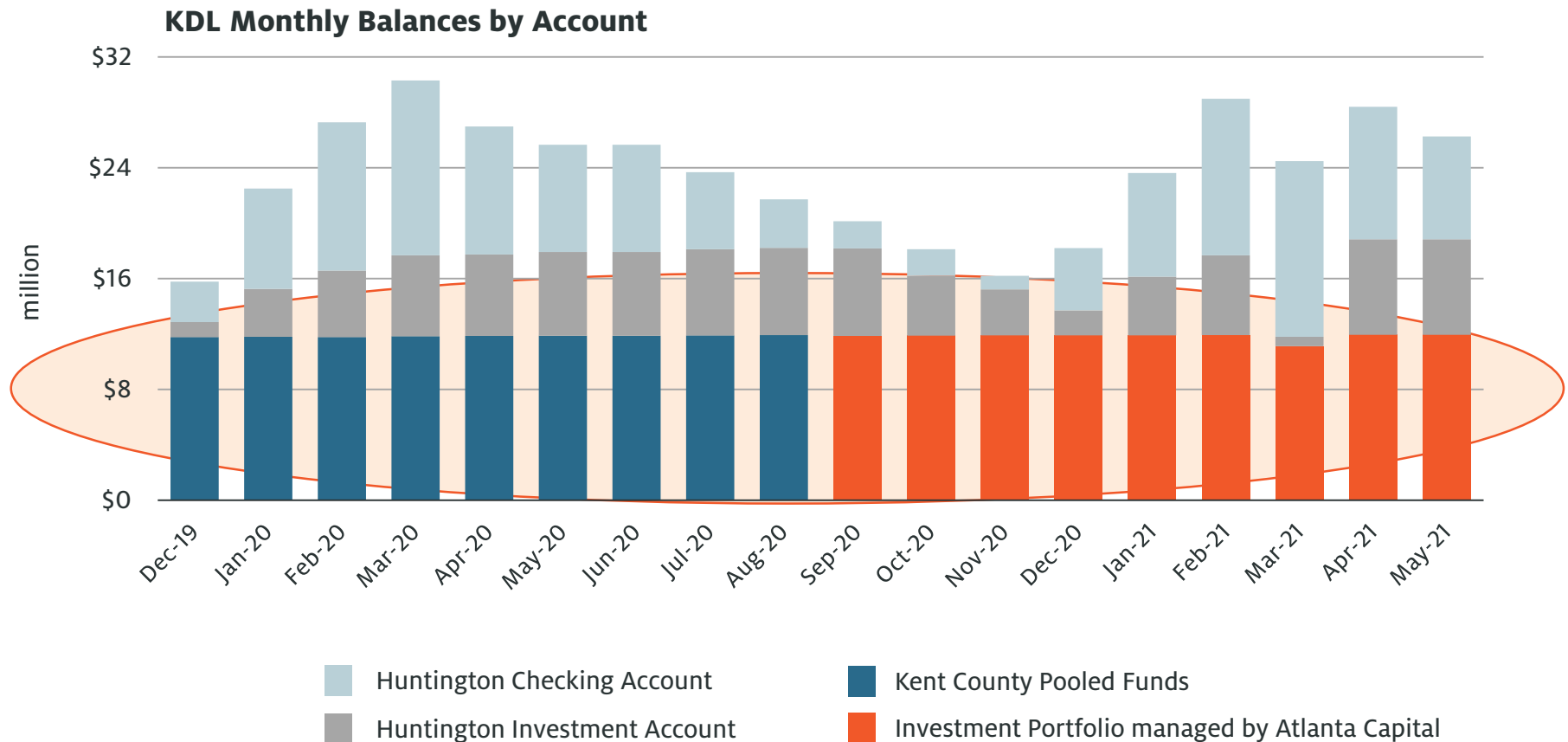
Our Strategy



- Add value through issue selection within the Agency MBS sectors and modest maturity extension.
- Customize portfolios based on the client's unique investment restrictions and risk/return objectives.

Operating Fund Investing

A Holistic Approach to Improving Returns and Managing Risk



The Merits of Short Duration

In Most Periods, Short-Term Bonds Beat Money Markets With Little Downside Risk

1-3 Year Maturities² vs. Money Markets¹

Rolling Monthly Performance Since Inception of the BofA Merrill Lynch Indices (9/30/82)

Rolling 12-Months

454 Rolling 12-month periods

76% Short-term bonds outperformed money markets

99% Short-term bonds had positive returns

Rolling 60-Months

406 Rolling 60-month periods

99% Short-term bonds outperformed money markets

100% Short-term bonds had positive returns

Annualized Performance

| | Annualized Total Returns | | | |
|--------------------------------------|--------------------------|-------------|-------------|-------------|
| | 3-Years | 10-Years | 20-Years | Inception |
| 1-3 Year Maturity¹ | 2.68 | 1.21 | 2.45 | 5.19 |
| Money Markets² | 1.34 | 0.63 | 1.37 | 3.82 |

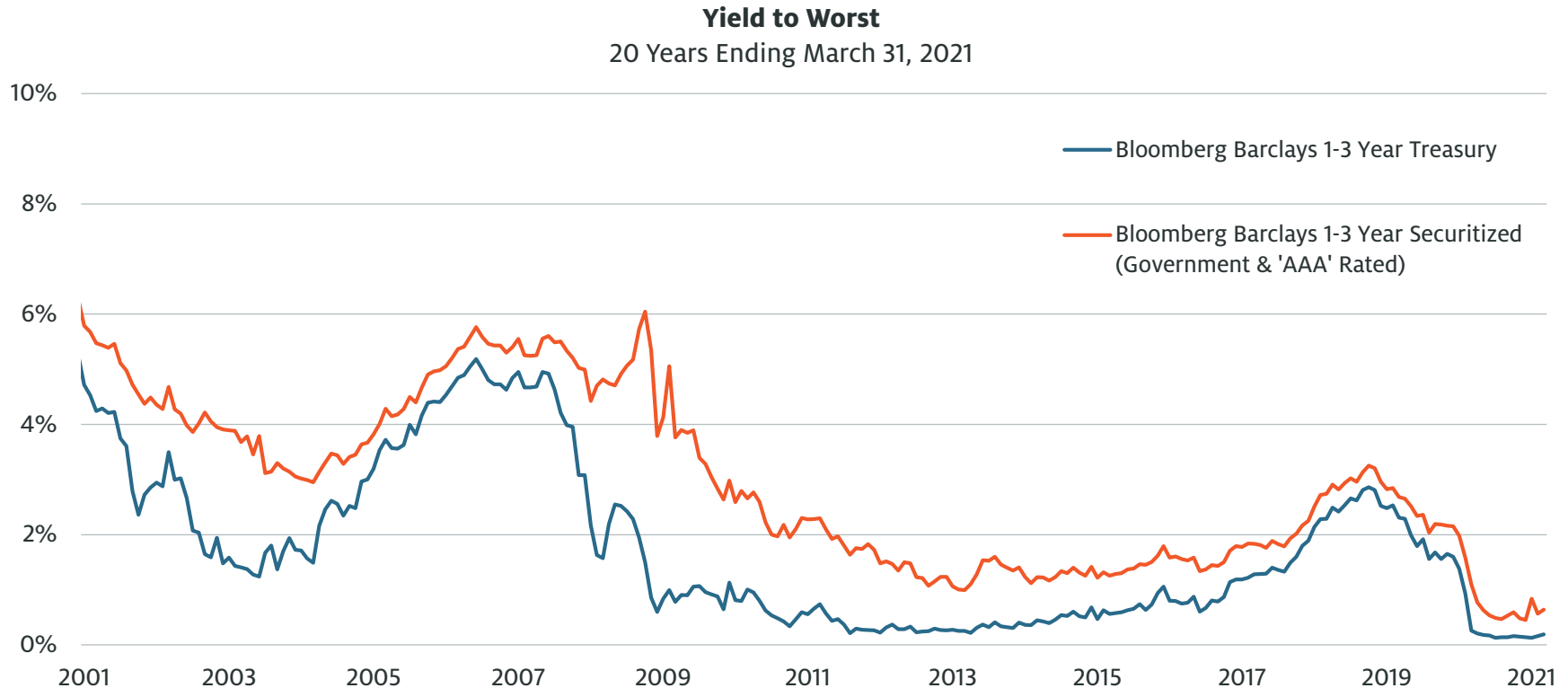
1) ICE BofA ML 90-Day T-Bill Index Index

2) ICE BofA ML 1-3 Year Government Index (inception 9/30/1982)

Data through 6/30/21

Securitized Bonds vs. Treasury Bonds

Significant Yield Premium Without Sacrificing Credit Quality



Source: Bloomberg Barclays. As of March 31, 2021.

The Bloomberg Barclays 1-3 Year Securitized (Government & 'AAA' Rated) Index measures the AAA-rated component of the Bloomberg Barclays 1-3 Year Securitized Index and includes mortgage-backed, asset-backed and collateralized mortgage-backed securities. Indexes are unmanaged and do not incur management fees, transaction costs or other expenses associated with managed accounts. It is not possible to directly invest in an index. This information is shown for illustrative purposes only, is subject to change at any time and should not be considered investment advice or a recommendation to invest in any particular security, sector or strategy. **Past performance does not predict future results.**

High Quality Short Duration 1-3 Year Composite

How can taking advantage of modest maturity extension and income from high quality securitized debt instruments benefit investors?

Relative Yield



Credit & Event Risk



Cash Flow Stability

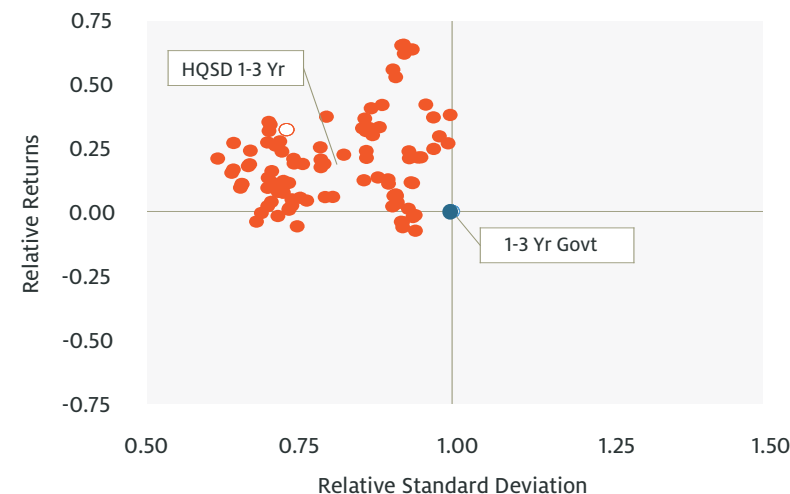


Liquidity



Long-Term Results – Our goal is to be in the upper left quadrant by outperforming the benchmark with less volatility

Trailing 5-Year Periods
January 1, 1992 – March 31, 2021 – Gross



Source: ICE BofA Merrill Lynch, Atlanta Capital

High Quality Short Duration 1-3 Year Composite versus the benchmark, ICE BofA Merrill Lynch 1-3 Year Government Index, since composite inception date of 1/1/92.

The information for the High Quality Short Duration 1-3 Year Composite is based upon all fee-paying discretionary accounts comprising such composite as of 9/30/19. Composite performance shown is gross of investment advisory and custody fees, and a client's return will be reduced by these and other expenses. Individual client results will vary due to customized client investment guidelines and/or restrictions.

The index is unmanaged and does not incur management fees, transaction costs or other expenses associated with managed accounts. It is not possible to directly invest in an index. Please see the Composite's GIPS® compliant presentation included at the end of this presentation for important additional information and disclosure. Past performance does not predict future results.

Summary of Objectives & Guidelines

Kent District Library

Objectives

- **Safety** – Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of the capital in the overall portfolio.
- **Diversification** – The investments will be diversified by security type and institution in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
- **Liquidity** – The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.
- **Return on Investment** – The investment portfolio shall be designed with the objective of obtaining a market average rate of return during budgetary and economic cycles while taking into account investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives.

Authorized Investments

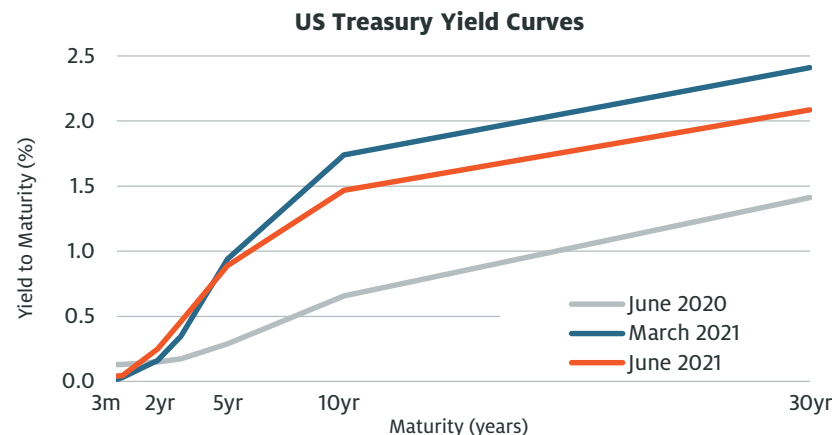
- Kent District Library is limited to the following investments authorized by Act 20 of 1943, as amended:
 - a) The Kent County Investment Pool, an investment pool organized under the Local Government Investment Pool Act, 1985 PA 121, MCL 129.141.
 - b) **Bonds, securities, and other direct obligations of the United States or any agency or instrumentality of the United States.**
 - c) Certificates of deposit, savings accounts, deposit accounts or depository receipts of a financial institution as defined in MCLA 129.91(4) provided that the financial institution is eligible to be a depository of funds belonging to the state under a law or rule of the State of Michigan or the United States.
 - d) Repurchase agreements consisting of instruments listed in b., above.

Investment Policy Date: August 15, 2019

Fixed Income Market Review

As of June 30, 2021

| Treasury Bellwethers | Yield | 3-Month Yield Change | 3-Month Total Return | 12-Month Yield Change | 12-Month Total Return |
|----------------------|-------|----------------------|----------------------|-----------------------|-----------------------|
| Maturity | | | | | |
| 3-Month T-Bill | 0.04% | +3 bps | 0.00% | -9 bps | 0.09% |
| 1-Year T-Bill | 0.07% | +1 bps | 0.02% | -8 bps | 0.25% |
| 2-Year T-Note | 0.25% | +9 bps | -0.09% | +10 bps | -0.03% |
| 3-Year T-Note | 0.46% | +12 bps | -0.06% | +29 bps | -0.21% |
| 5-Year T-Note | 0.89% | -5 bps | 0.70% | +60 bps | -1.82% |
| 10-Year T-Note | 1.47% | -27 bps | 3.06% | +81 bps | -5.94% |
| 30-Year T-Note | 2.09% | -33 bps | 7.83% | +68 bps | -13.74% |



| Excess Return vs. Treasuries | 3-Month | 12-Month |
|------------------------------|---------|----------|
|------------------------------|---------|----------|

Return Premium by 1-3 Year Sector

| | | |
|-----------------------------------|--------|--------|
| Asset-Backed Securities | 0.19% | 1.05% |
| Agency Mortgage-Backed Securities | -0.11% | -0.46% |
| Credit | 0.38% | 1.89% |

Return Premium by 1-3 Year Quality

| | | |
|-----------|-------|--------|
| AAA Rated | 0.00% | -0.07% |
| AA Rated | 0.08% | 0.52% |
| A Rated | 0.22% | 0.94% |
| BBB Rated | 0.40% | 2.31% |

| Market Total Returns | 3-Month | 12-Month |
|----------------------|---------|----------|
|----------------------|---------|----------|

Fixed Income Indices

| | | |
|--------------------------------------|--------|--------|
| ICE BofA 1-Year Treasury Note Index | 0.02% | 0.22% |
| ICE BofA 1-3 Year Government Index | -0.03% | 0.08% |
| ICE BofA 1-5 Year Treasury Index | 0.10% | -0.27% |
| BBG Barclays Intermediate G/C Index | 0.98% | 0.19% |
| BBG Barclays Intermediate Agg. Index | 0.78% | 0.05% |
| BBG Barclays Aggregate Index | 1.83% | -0.33% |

Source: Bloomberg, Bloomberg Barclays and ICE® BofA®. As of June 30, 2021. Excess Return data are represented by the corresponding sectors within the Bloomberg Barclays Aggregate Index. Indexes are unmanaged and do not incur management fees, transaction costs or other expenses associated with managed accounts. It is not possible to directly invest in an index. This data is shown for informational use only and is subject to change at any time. Past performance does not predict future results.

Investment Performance

Kent District Library

| Total Returns (%) | 2Q21 | 1Q21 | 4Q20 | Since Inception |
|-------------------------|-------|-------|------|-----------------|
| Portfolio | 0.15 | 0.15 | 0.30 | 0.78 |
| Benchmark** | -0.03 | -0.05 | 0.05 | 0.00 |
| ICE 90-Day T-Bill Index | 0.00 | 0.03 | 0.03 | 0.07 |

**ICE BofA 1-3 Year Govt

| Account Summary | |
|-------------------------------|-----------------|
| Performance Inception Date: | August 31, 2020 |
| Net Investment Contributions: | \$11,861,583 |
| Investment Dollars Earned: | \$84,159 |
| Market Value (06/30/21): | \$11,945,742 |

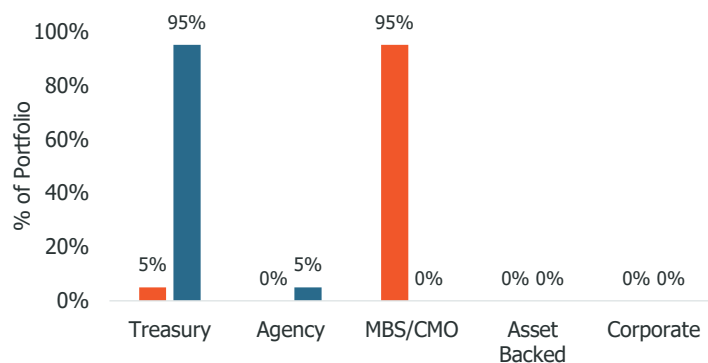
The unmanaged benchmark index returns are shown for comparative purposes only and do not reflect the subtraction of any fees or transaction costs. It is not possible to directly invest in an index. Portfolio returns are gross of management fees unless otherwise noted. The deduction of an advisory fee would reduce an investor's return. Past performance is not indicative of future results. All investments subject to loss. Please refer to the disclosures at the end of this presentation.

Source: ICE Data Services and Atlanta Capital as of June 30, 2021.

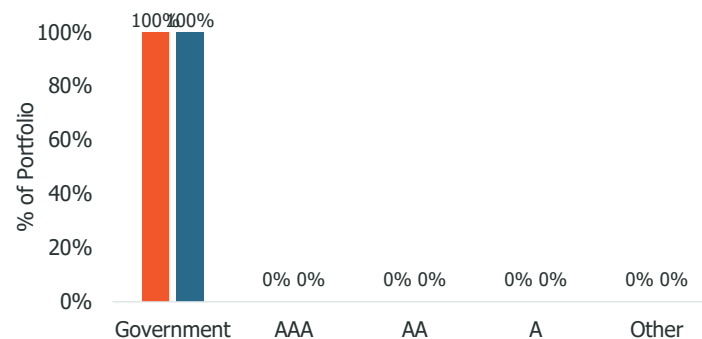
Portfolio Structure

Kent District Library

Sector Allocation



Quality Distribution



Loan Level Characteristics of Single-Family Agency MBS/CMO

| Original Loan Term | Average Loan Rate | Months Seasoning | Average Loan Balance |
|--------------------|-------------------|------------------|----------------------|
| 10/15 Year (65%) | 3.51 | 92 | \$82,000 |
| 30-Year (35%) | 4.84 | 126 | \$167,000 |

Additional Characteristics

| | |
|------------------------------|-----------|
| Weighted Average Maturity | 1.8 Years |
| Modified Duration | 1.8 Years |
| Yield-to-Maturity | 0.5% |
| Book Yield | 0.7% |
| Benchmark* Maturity | 1.9 Years |
| Benchmark* Modified Duration | 1.8 Years |
| Benchmark* Yield-to-Maturity | 0.2% |

As of June 30, 2021

Source: ICE BofA, Bloomberg Barclays, Atlanta Capital

* Benchmark: ICE BofA 1-3 Year Govt

■ Portfolio ■ Benchmark*

Summary and Portfolio Positioning

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Kent District Library

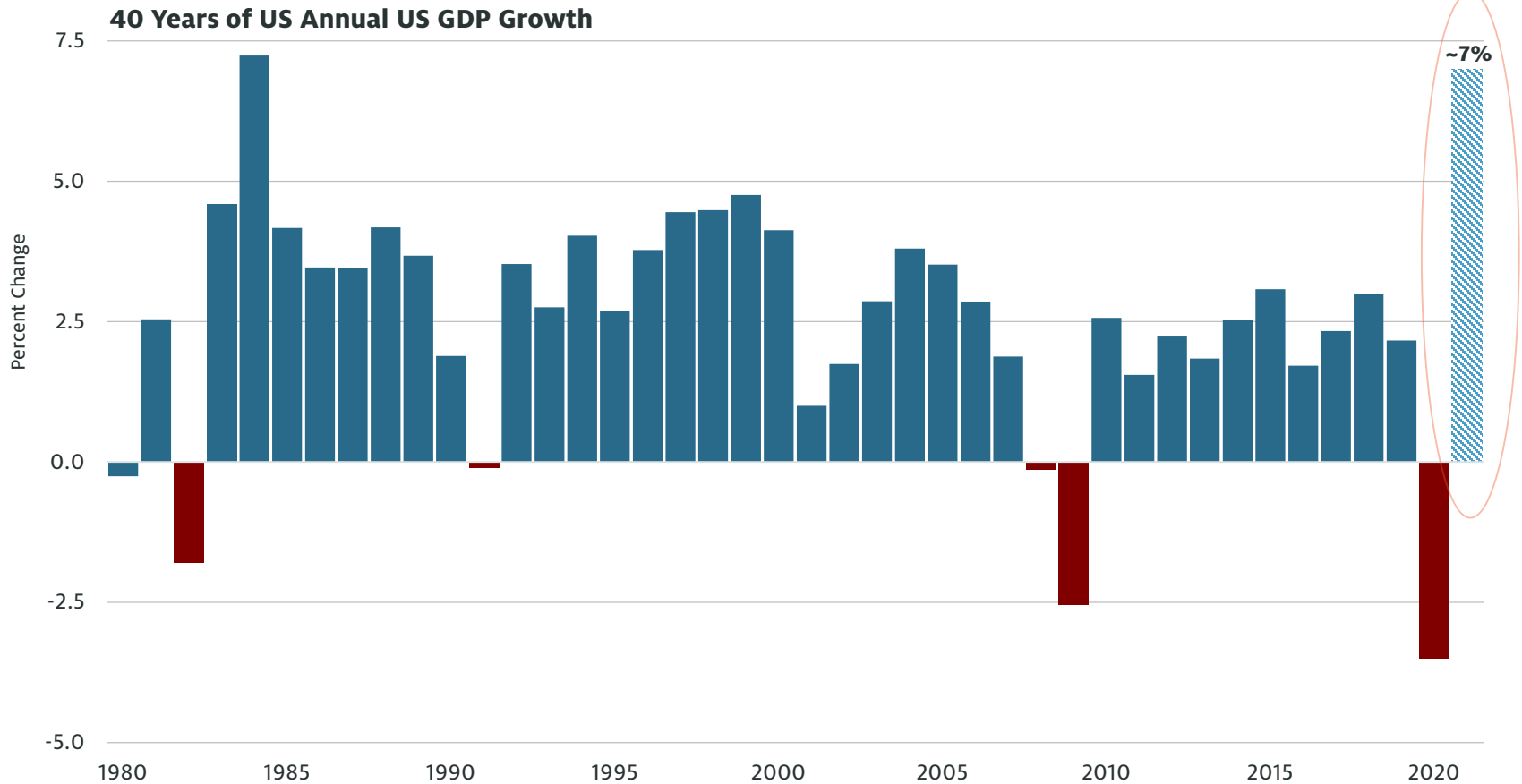
- ❖ A combination of record deficit spending, rising vaccination rates and easing COVID-19 restrictions have energized the US consumer at a time when millions of workers have yet to reenter the workforce.
- ❖ Despite a lot of headlines about inflation, the Fed and financial markets appear to be signaling it's only a short-term problem. The Fed remains committed to keeping overnight interest rates near zero through 2022.
- ❖ We continue to focus on security selection to add yield and minimize performance volatility. With mortgage rates at all-time lows, bonds backed by seasoned loans, low loan balance loans and other loan characteristics that limit prepayment risk are most attractive.
- ❖ We believe the portfolio is well positioned to outperform going forward. The portfolio's high credit quality and 0.5% yield also compares favorably to other short duration alternatives.
- ❖ Our commitment is to protect assets, seek strong risk adjusted returns and to provide liquidity when needed in all market conditions.

Atlanta Capital Management Co., LLC

Appendix

Economic Review and Outlook

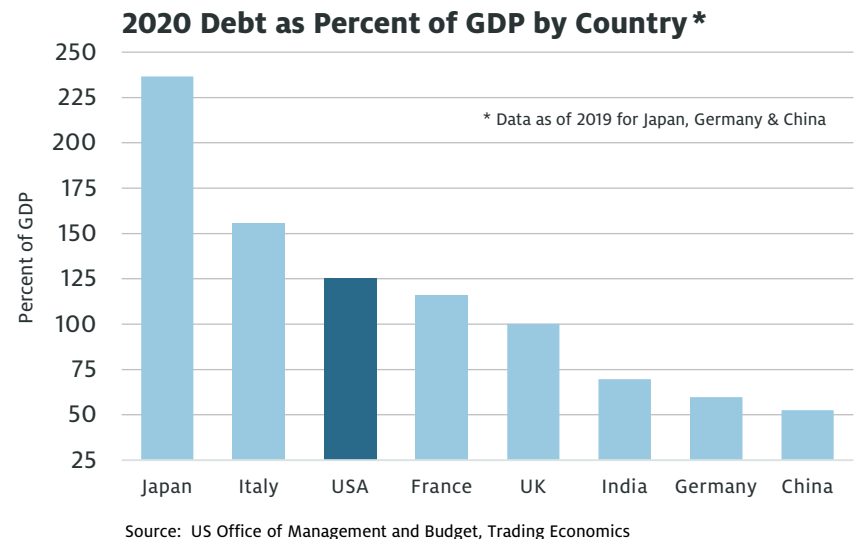
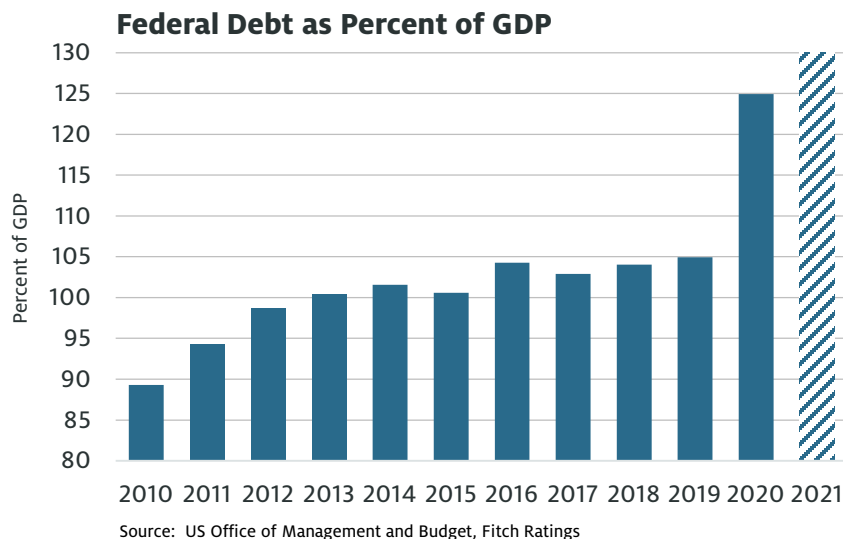
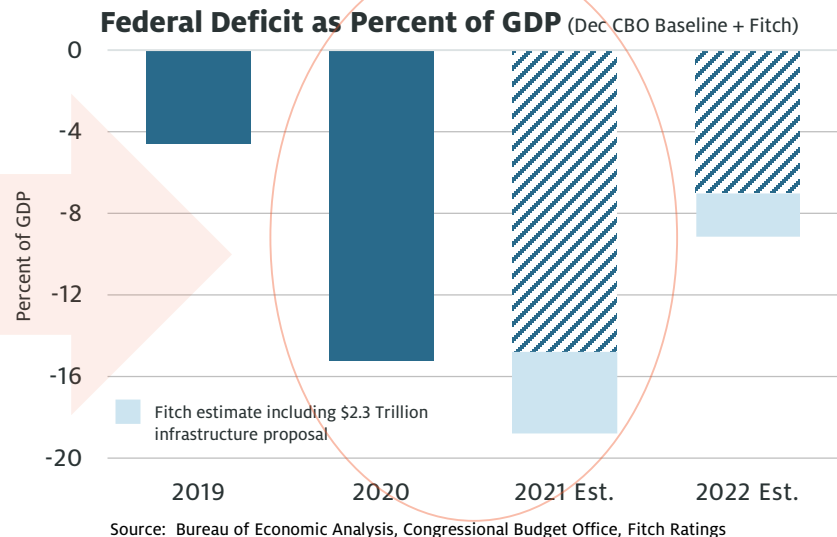
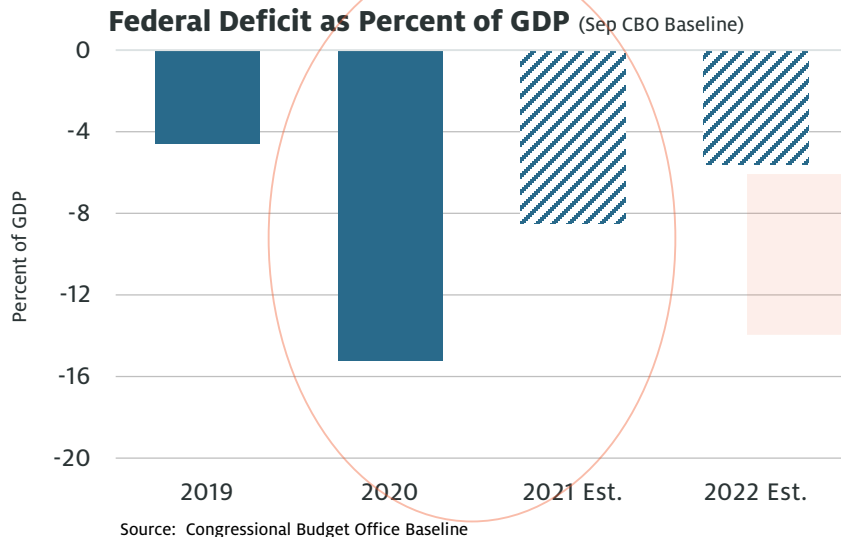
Growth Estimates Revised Up: If Correct, This Will be the Best Year Since 1984



Source: Bureau of Economic Analysis, Bloomberg

Economic Review and Outlook

New Fiscal Tailwinds... Deficits Will Top 15% of GDP for 2nd Consecutive Year



Economic Review and Outlook

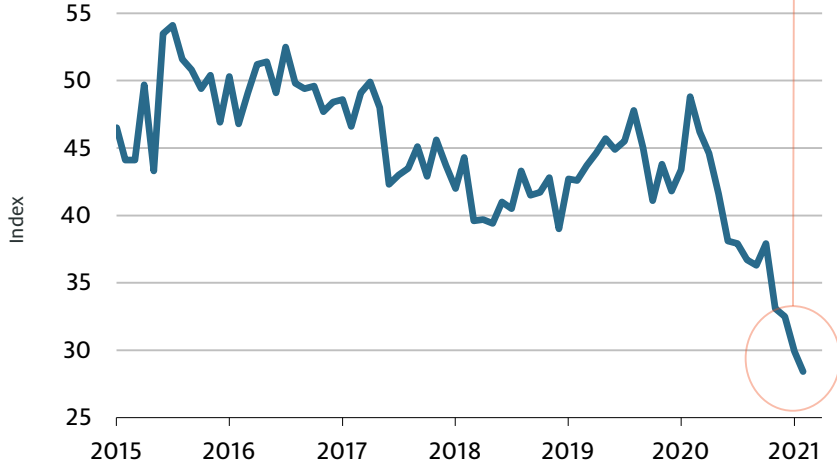
Biggest Near-Term Risk: Bottlenecks & Labor Shortages

ISM Supplier Delivery Time to Manufacturers



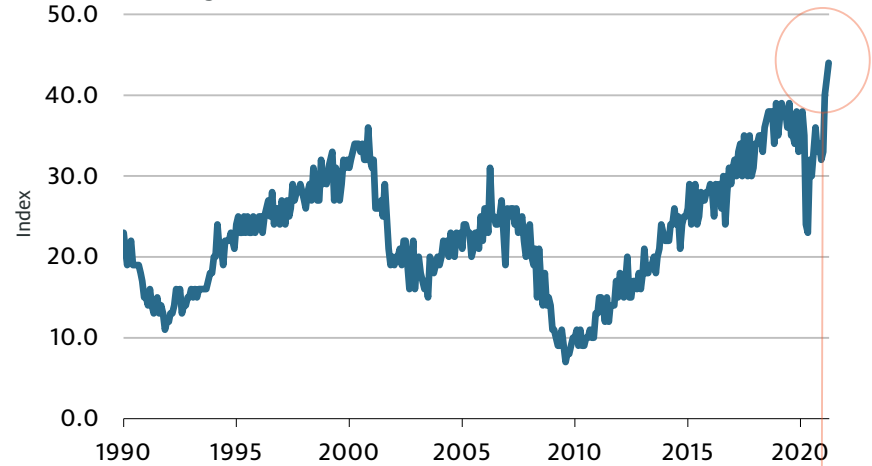
Source: Institute of Supply Chain Management, Business Supplier Delivery Index

ISM Business Inventory Index



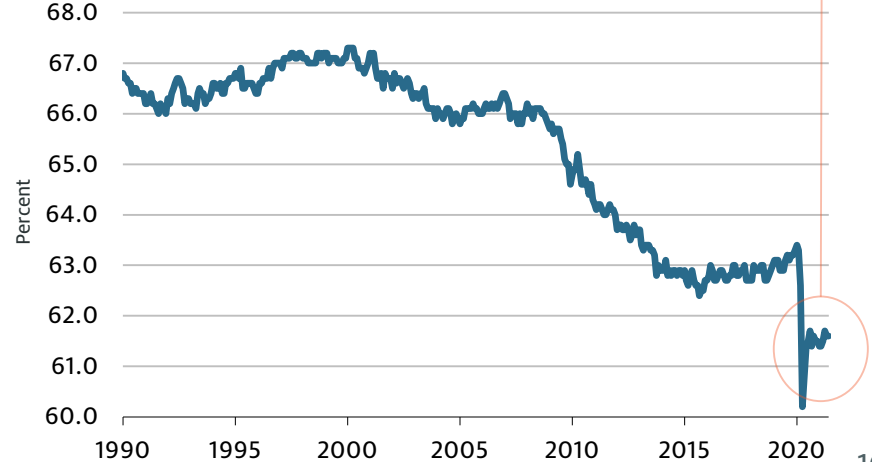
Source: Institute of Supply Chain Management, Business Inventory Index

NFIB Jobs Hard to Fill Index (Small Business)



Source: National Federation of Independent Business

Labor Force Participation Rate (16 Years and Older)



Source: Bureau of Labor Statistics

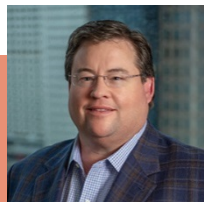
Economic Review and Outlook

Summary

- ❖ The US economy is surging. The vaccine rollout, easing COVID restrictions and massive government spending (\$1.9 trillion passed plus about \$4 trillion in Infrastructure and the American Family Plan) have economists forecasting 7% US GDP growth in 2021.
- ❖ A rebound in depressed prices, supply chain bottlenecks and labor shortages are pushing inflation higher. Key to an inflation problem is if the surge ignites broad-based, sustainable wage growth.
- ❖ Citing the pandemic, elevated unemployment and low inflation, the Fed appears to be on autopilot keeping rates near zero into 2023 while buying \$120+ billion of government bonds per month.
- ❖ There are a number of risks to the 7% outlook that bear watching:
 - ~ US COVID cases and hospitalizations
 - ~ A decline in the US vaccination rate
 - ~ Elevated corporate leverage
 - ~ High equity valuations and concentration risk
 - ~ Near-term inflation bounce
 - ~ An uptick in global COVID cases
 - ~ Labor shortages developing in the US

The Atlanta Capital Fixed Income Team

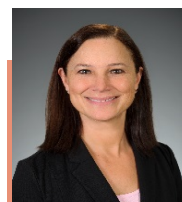
Seasoned Professionals With a Long History of Working Together



jim.womack@atlcap.com

James A. Womack, CFA

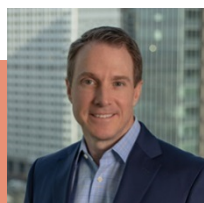
- Managing Director & Principal
- Portfolio Manager, Fixed Income
- Management Committee Member
- MBA, Auburn University
- BBA, Mississippi State University
- 25 Years Investment Experience
- 25 Years at Firm



deborah.henry@atlcap.com

Deborah Henry

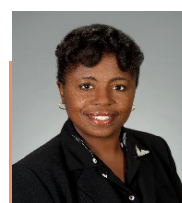
- Senior, Portfolio Administrator
- AA, Hawkeye Community College
- 26 Years Industry Experience
- 17 Years at Firm



brad.buie@atlcap.com

W. Bradford Buie, CFA

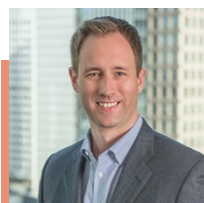
- Vice President & Principal
- Portfolio Manager, Fixed Income
- BS, Auburn University
- 26 Years Investment Experience
- 10 Years at Firm



cheryl.innerarity@atlcap.com

Cheryl P. Innerarity

- Portfolio Administrator
- BS, Lehman College
- AA, Bronx Community College
- 18 Years Industry Experience
- 11 Years at Firm

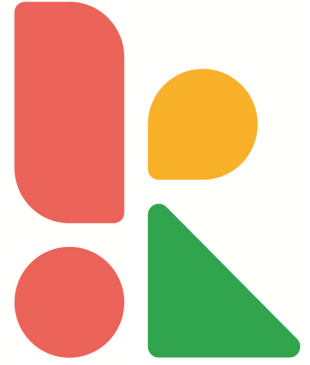


kyle.johns@atlcap.com

Kyle W. Johns, CFA

- Vice President & Principal
- Portfolio Manager, Fixed Income
- BS, University of Tennessee
- 12 Years Investment Experience
- 12 Years at Firm

STRATEGIC PLAN 2021-2023



SECOND QUARTER UPDATE
2021



2021-2023 Strategic Goal:

Align all library services, staffing
makeup and partnerships to be
reflective and inclusive of the
diverse communities
we serve.

2021 Initiative #1

Develop a plan to increase staff Cultural Intelligence (CQ) by first determining how to measure it, establishing a baseline and setting a target by May 2021.



2021 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

Paradigm was successfully rolled out to managers April 1 for a sneak preview and to the rest of the organization May 1. The first course is "Inclusion at Work: Managing Unconscious Bias," which comes with microlearnings and several other resources, including a 2-page workbook to use in training and to guide discussions.

Microlearnings (3-5 minute videos):

- The Relationship between Unconscious Bias and Racism
- An Intro to Unconscious Bias
- The Impact of Unconscious Bias on Customers
- Intro to Bias Management Strategies

Training Manager Trish Reid and EDI Workgroup Leader and RM2 Shaunna Martz organized a schedule for discussion and sent out facilitation tips and best practices to managers for optimal engagement. Managers scheduled a branch/department discussion on the first course by July 31 and the EDI workgroup is scheduling makeup sessions that staff can join if they missed theirs.

The goal is to have 100% completion of all released modules by December 31, 2021 and the first module done by July 31. See participation stats below. As of July 6, 2021:

"Inclusion at Work: Managing Unconscious Bias" Course

Staff Completed: 247 (68%)
Staff In Progress: 36 (10%)
Staff Not Started: 80 (22%)

ALL 13 Training Segments (course, documents, and microlearnings)

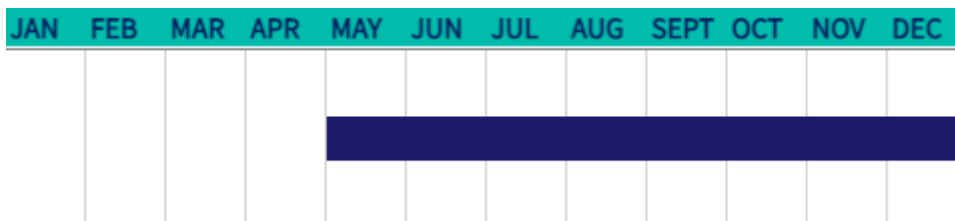
Staff Completed: 65 (18%)
Staff In Progress: 221 (61%)
Staff Not Started: 77 (21%)

2021-2023 Strategic Goal:

Align all library services, staffing
makeup and partnerships to be
reflective and inclusive of the
diverse communities
we serve.

2021 Initiative #2

By December 2021, develop a diversity plan for evaluating library materials to ensure offerings are reflective of the community.



2021 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

Eight members of the EDI Workgroup gathered virtually in March 2021 to determine which set of tags patrons and staff might find most appropriate and/or useful. Selections were made based on a combination of real world experiences, examples from other libraries, and preset identifiers used by the vendor (Ingram). The team was initially surprised at how difficult it was to label geographic regions in a way that was both inclusive and concise. Because EDI labeling can have negative connotations, professional “librarian-speak” tags were chosen over more popular hashtag sounding language. One benefit to using tags in the catalog is that they may be modified at any time to reflect the current and ever-changing language of our cultures.

There are 21 main category tags, with multiple subcategories. The tags include race and ethnicity, religion, discrimination, sexual orientation, physical and mental illness/disability, and more. Because the scope can seem overwhelming, some of the subcategory tags will not be used at this time. Staff are still collecting data on those tags and we have the option to include them in the catalog at a later date.

While staff are currently researching and collecting data for most of the tags, some have already been implemented. These are Black/African American – Adult, Black/African (Non-American) – Adult, Native American/First Nations – Adult, Jewish interest – Adult, Latinx/Latin American – Adult, Middle Eastern/Northern African – Adult, and Muslim interest –Adult. The Ingram audit only contained information for regular print materials, so we do still need to go through these categories and add tags to any additional formats for each title.

The goal with these added tags is consistency and inclusion.

2021-2023 Strategic Goal:

**Align all library services, staffing
makeup and partnerships to be
reflective and inclusive of the diverse
communities we serve.**

2021 Initiative #2 (continued)

By December 2021, develop a diversity plan for evaluating library materials to ensure offerings are reflective of the community.

The results received from the Ingram collection audit show that approximately 10% of the adult fiction collection (almost 5,000 print items) fall under one of these umbrella EDI categories. This information is helpful to know which subject areas are needed when ordering new material. The Collection Development department has already increased the number of titles purchased and the number of copies of each title. This information has also emboldened team members to try merchandising EDI materials in new ways to increase their visibility in the collection (ie, adding titles to the monthly Future Bestseller lists and purchasing Express copies).

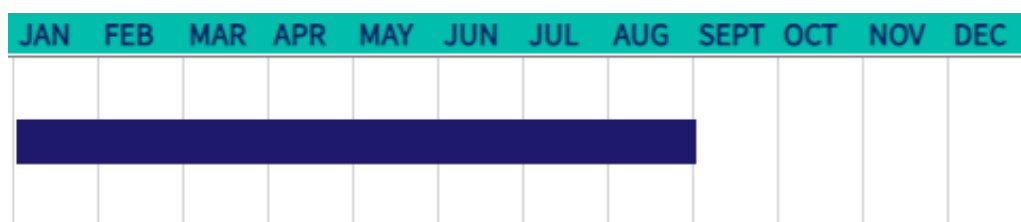
Purchasing goals for the future are to increase the EDI collection to 15% (from 10%) by the end of 2022 and to 20% by the end of 2024. This will rely on external factors such as publishing trends and possibly altering branch weeding of EDI materials.

2021-2023 Strategic Goal:

Increase the value delivered to the community by focusing on demonstrated needs.

2021 Initiative #3

Develop a systematic process for identifying our communities' unmet/emerging needs by March 2021 with surveys completed by September.



2021 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

The patron and community survey was completed with 222 non-patron participants (surveyed via phone in May) and 8,297 patrons (via online survey in June) who have used the library within the past 12 months.

What KDL learned about non-patrons:

- Primary reasons for not using the library include preference for owning books and other materials, children are grown and difficulty in finding available time.
- Greatest challenges facing the community include mental health, earning a living wage and homelessness.
- Library services that are most likely to be used include resources for health/wellbeing, finding community resources and job skills.
- 25% (55) of non-patrons surveyed asked for a new library card.

What KDL learned about patrons:

- Things that would encourage them to use the library more include more digital and physical items to choose from (the survey does not indicate if this stems from long hold times or searches for materials that are not in the collection, so this will be looked into further), classes and workshops to develop skills and extended borrowing periods.
- The top three challenges facing the community match those identified by non-patrons (see above) but there is a large gap where non-patrons see much greater challenges in homelessness, disabilities, aging and food insecurity.

2021-2023 Strategic Goal:

Increase the value delivered to the community by focusing on demonstrated needs.

2021 Initiative #3 (continued)

Develop a systematic process for identifying our communities' unmet/emerging needs by March 2021 with surveys completed by September.

KDL rates much higher than peers for engagement with the following clusters:

- Digitarians (people who primarily use digital resources)
- Bedtime Stories (adults who check out materials for children)
- Bright Futures (teens)
- Page Turners (people who primarily borrow adult and teen print)

KDL rates much lower than peers for engagement with the following clusters:

- Occasionals (people who have not used card in at least 12 weeks to a year – this is an excellent indication that fewer patrons are inactive)
- Staying Connected (people who use public computers in the library - this is due to other libraries who serve >300k population are in urban settings, with a high-density of lower income households and households without broadband access)

KDL market penetration is 34%, compared to 24% for peers, with one out of every three households in the service area has at least one cardholder.

Branches with the greatest opportunity to increase market penetration include Wyoming, Kentwood, Gaines Township, Walker, Comstock Park, Spencer Township, Alpine Township and Tyrone Township.

KDL's Net Promoter Score (NPS) = 70 (70 percent of patrons are strong advocates and are likely to freely promote and recommend the library).

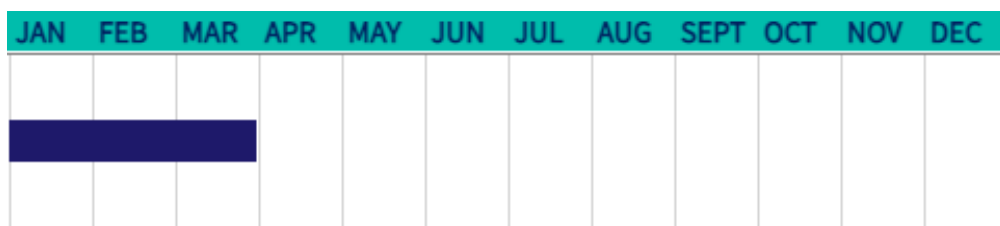
Next steps include further community mapping and demand analysis, working with managers to focus on survey indicators that more closely pertain to their branch or workgroup focus and planning for focus groups. These results will also help establish 2022 strategic initiatives under each pillar.

2021-2023 Strategic Goal:

Evaluate and streamline operational, environmental, and fundraising processes to ensure a sustainable library.

2021 Initiative #4

By the end of March 2021, complete a feasibility study to establish a 501(c)(3) foundation to increase private donation funding to supplement tax support.



2021 Q2 Update

On Track

Paused/Delayed

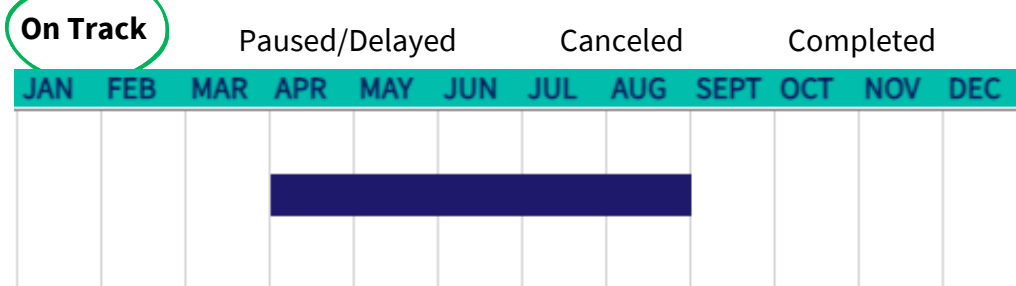
Canceled

Completed

KDL completed the feasibility study and it was determined that the organization should instead grow its endowment. A new goal has been created from this initiative. All efforts toward establishing a 501(c)3 foundation will hereby stop.

2021 Initiative #4a

By the end of August 2021, work with Kennari consulting to strategize how to grow the KDL endowment and establish best practices and policies for endowment donations.



KDL has contracted with Kennari Consulting to help guide the strategic work of managing the endowment fund from April 2021 - August 2021. During this commitment, Kennari will make recommendation for Leadership to then determine the following:

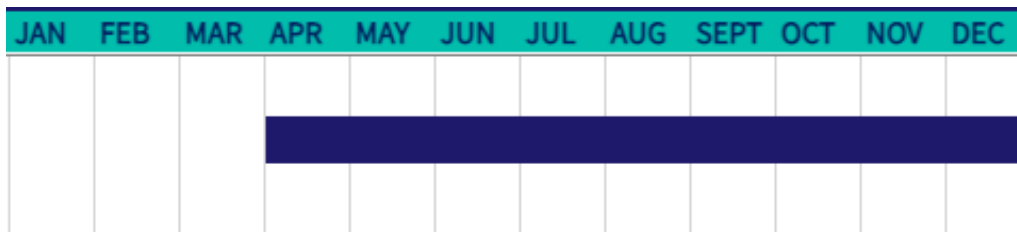
1. Establish and communicate an annual fundraising goal
2. Determine how much of the endowment to allocate to the annual operating budget each year
3. Create a case for support for projects or the types of projects KDL will seek endowment funds for.
4. Develop a business plan in coordination with the Finance Department and Project Management Office.

2021-2023 Strategic Goal:

Evaluate and streamline operational, environmental, and fundraising processes to ensure a sustainable library.

2021 Initiative #5

Map, improve and refine two operational processes by December 2021.



2021 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

In June 2021, KDL Leadership approved two new process improvement projects to kick off Circulation Moonshot and meet this 2021 strategic initiative:












- **Displays and Merchandising**
- **Weeding Standards + Sustainable Partnerships**

Based on a Calgary presentation at a PLA Conference, Circulation Moonshot is a collection of projects with a lofty overarching goal to return print circulation to prior levels — and beyond! In a post-COVID world, our operational processes to promote an optimized in-branch experience need to be examined and strategized. KDL, like many other libraries, saw a decrease in in-branch visits and print circulation, with patrons either migrating to digital services or developing new routines that do not include in-person visits. Circulation Moonshot will look to streamline displays and merchandising between all 20 branches, develop a new purchasing philosophy to better support and promote our popular materials collection, and create strictly-adhered-to weeding processes that give a healthy second life to our materials. As a result of these projects, KDL's branches will offer a greater library experience of discovery and browsability for patrons while also dramatically increasing the library's physical circulation.

The first process improvement to create a foundation will be to map the weeding process from beginning to end to help reinforce clear weeding standards, identify any variances that may still exist, define the process to obtain weeding reports, determine circulation lifespan for each material type, determine the role balancing items plays, and last document and decide upon options so the organization can commit to materials having a second life if they meet certain criteria. Simultaneously, KDL will create a new merchandising and display standard, as piloted by the Cascade branch over the past few months. This project will look to map how and why KDL currently displays items and how displays can be data and engagement-driven systemwide.



Service Area Survey

| Prep  | Savannah implementation and training Develop phone survey | Develop online survey | Analyze results | Present results to LT, Board and managers | Determine stakeholders and develop interviews | Analyze stakeholder results to determine focus groups, then develop focus group framework and schedule focus group to begin after holidays | | | | | Analyze focus group results then present |
|--|--|-----------------------|--|---|--|--|-----|-----|-----|----------------------|--|
| Non-Patrons  | | Conduct phone survey | |  | Answers to survey questions about the areas of | | | | | | |
| Patrons and Non-Patrons  | | | Conduct online survey |  | greatest need in the community will guide | | | | | | |
| KDL Staff  | | | Conduct online survey then compare patron, non-patron and staff alignment |  | selection of stakeholders and community org's for | | | | | | |
| Community Mapping and Demand Analysis  | | | Integrate MarketWatch, Business Intelligence (BI), survey results and other data in Savannah to create map-views of the KDL service area | | further learning. | | | | | | |
| Stakeholders Community Partners  | | | | | Share survey results with stakeholders to validate findings and supplement the results. Work with KDL leadership to determine action steps | | | | | | |
| Focus Groups  | | | | | | | | | | Conduct focus groups | |
| Timeline  | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2022 |

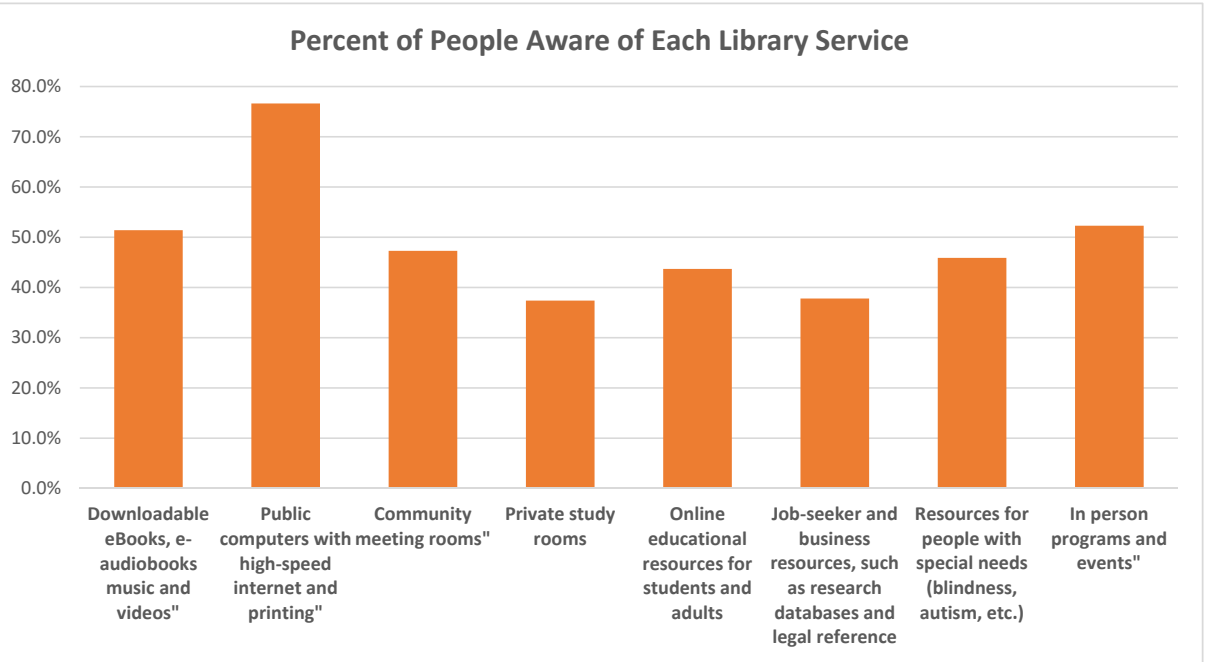
Cluster Introduction

| Cluster Name | Behaviors |
|-------------------|---|
| Audiophiles | Primarily borrow audiobooks |
| Bedtime Stories | Adults who borrow children's materials |
| Bright Futures | Teen between the age of 13-17 |
| Dependables | Primarily borrow adult or teen print and A/V materials (DVDs, CDs, etc) |
| Digitarians | Primarily borrow digital files - Overdrive, Freegal, Hoopla, Zinio, etc |
| Double Feature | Primarily borrow A/V (DVDs, CDs, etc) |
| Inactives | Have not used their card in more than 12 months |
| New Cardholders | Signed up within the past 12 weeks |
| Occasionals | Have not used card in at least 12 weeks to a year prior |
| Page Turners | Primarily borrow adult and teen print |
| Rising Stars | Youth between the age of 0-12 |
| Staying Connected | Computer Users |
| Transitionals | Borrow both digital and physical circulation |

Non-User Phone Survey Results

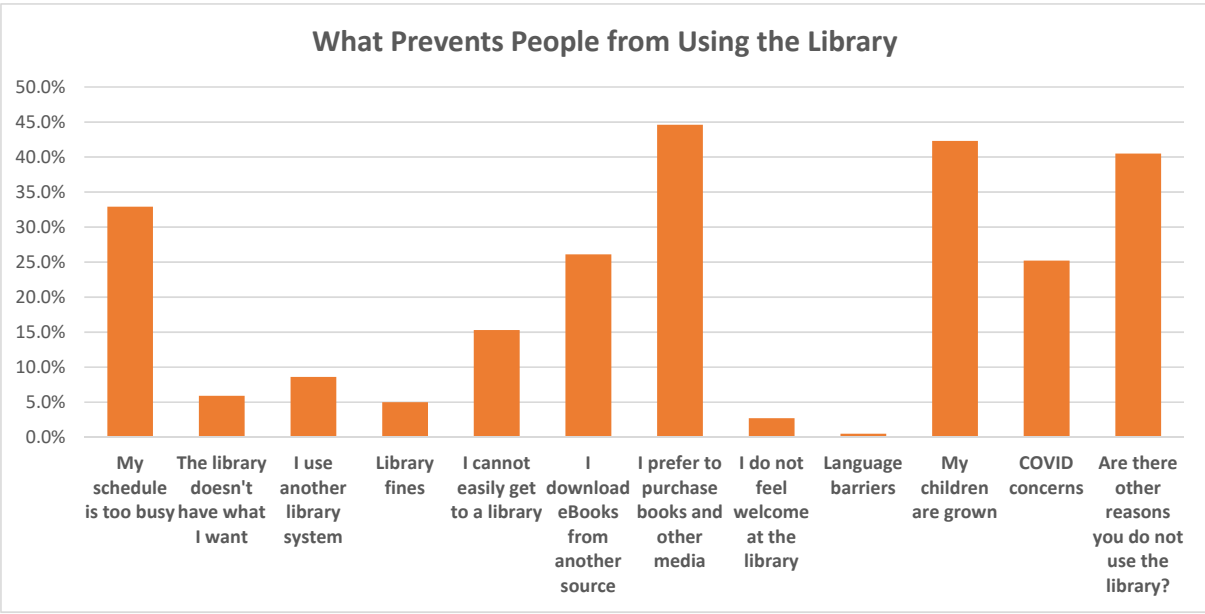
I am going to ask you about your awareness of the following free library services. Please indicate if you are 'Aware' or 'Not aware' for each of the items I say.

| | Aware | | Not Aware | |
|---|-------|-------|-----------|--------|
| | Count | Row % | Count | Row % |
| Downloadable eBooks, e-audiobooks music and videos" | 114 | 51.4% | 108 | 48.60% |
| Public computers with high-speed internet and printing" | 170 | 76.6% | 52 | 23.40% |
| Community meeting rooms" | 105 | 47.3% | 117 | 52.70% |
| Private study rooms | 83 | 37.4% | 139 | 62.60% |
| Online educational resources for students and adults | 97 | 43.7% | 125 | 56.30% |
| Job-seeker and business resources, such as research databases and legal reference | 84 | 37.8% | 138 | 62.20% |
| Resources for people with special needs (blindness, autism, etc.) | 102 | 45.9% | 120 | 54.10% |
| In person programs and events" | 116 | 52.3% | 106 | 47.40% |



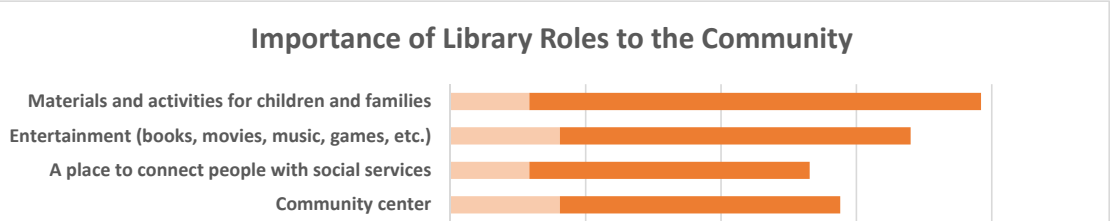
What, if anything, prevents you from using the library? I'm going to list reasons. Please say 'Yes' if this is a reason or 'No' if it is not. * See tab 2 for additional responses

| | Yes | | No | |
|---|-------|-------|-------|-------|
| | Count | Row % | Count | Row % |
| My schedule is too busy | 73 | 32.9% | 149 | 67.1% |
| The library doesn't have what I want | 13 | 5.9% | 209 | 94.1% |
| I use another library system | 19 | 8.6% | 203 | 91.4% |
| Library fines | 11 | 5.0% | 211 | 95.0% |
| I cannot easily get to a library | 34 | 15.3% | 188 | 84.7% |
| I download eBooks from another source | 58 | 26.1% | 164 | 73.9% |
| I prefer to purchase books and other media | 99 | 44.6% | 123 | 55.4% |
| I do not feel welcome at the library | 6 | 2.7% | 216 | 97.3% |
| Language barriers | 1 | 0.5% | 221 | 99.5% |
| My children are grown | 94 | 42.3% | 128 | 57.7% |
| COVID concerns | 56 | 25.2% | 166 | 74.8% |
| Are there other reasons you do not use the library? | 90 | 40.5% | 132 | 59.5% |



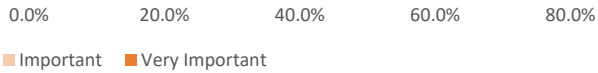
How important are the following library roles in the community? On a scale of 1 to 5, a “1” means that the service is NOT IMPORTANT to the community and a “5” means the service is VERY IMPORTANT. If you don’t know, please select, “Don’t know.”

| | 1 | | 2 | | 3 | | 4 | | 5 | | Don't Know | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------------|--------|
| | Count | Row % | Count | Row % | Count | Row % | Count | Row % | Count | Row % | Count | Row % |
| Hub for education and information | 6 | 2.7% | 2 | 0.9% | 12 | 5.4% | 21 | 9.5% | 157 | 70.7% | 24 | 10.80% |
| Community center | 13 | 5.9% | 10 | 4.5% | 48 | 21.6% | 36 | 16.2% | 92 | 41.4% | 23 | 10.40% |
| A place to connect people with social services | 20 | 9.0% | 12 | 5.4% | 31 | 14.0% | 26 | 11.7% | 92 | 41.4% | 41 | 18.50% |



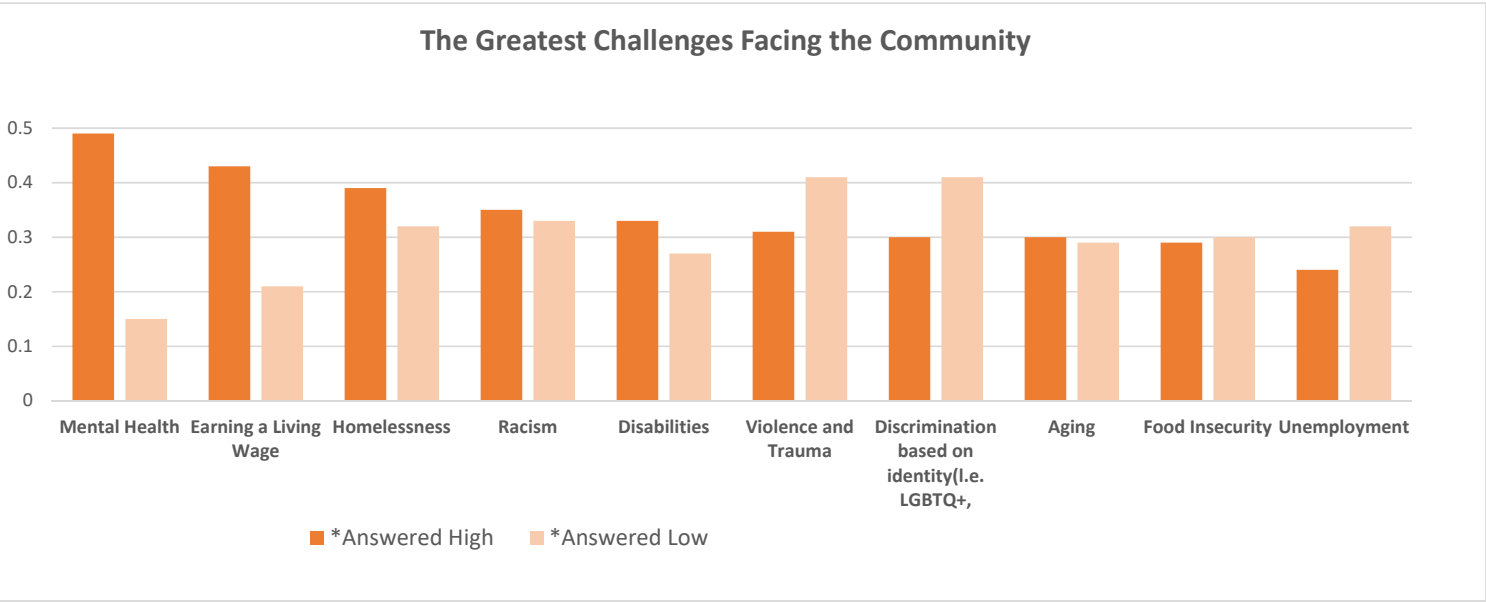
| | | | | | | | | | | | | |
|--|----|------|---|------|----|-------|----|-------|-----|-------|----|-------|
| Entertainment (books, movies, music, games, etc.) | 16 | 7.2% | 9 | 4.1% | 36 | 16.2% | 36 | 16.2% | 115 | 51.8% | 10 | 4.50% |
| Materials and activities for children and families | 6 | 2.7% | 6 | 2.7% | 19 | 8.6% | 26 | 11.7% | 148 | 66.7% | 17 | 7.70% |

Hub for education and information



Other than the COVID pandemic, what are the greatest challenges facing individuals and families in our community? Please reply to each prompt with (Low, Medium, or High).

| | High | | Medium | | Low | |
|--|-------|-------|--------|-------|-------|-------|
| | Count | Row % | Count | Row % | Count | Row % |
| Disabilities | 73 | 32.9% | 90 | 40.5% | 59 | 26.6% |
| Homelessness | 86 | 38.7% | 66 | 29.7% | 70 | 31.5% |
| Mental health | 109 | 49.1% | 80 | 36.0% | 33 | 14.9% |
| Earning a living wage | 96 | 43.2% | 80 | 36.0% | 46 | 20.7% |
| Racism | 78 | 35.1% | 70 | 31.5% | 74 | 33.3% |
| Discrimination based on identity (i.e. LGBTQ+, ethnicity, religious affiliation) | 67 | 30.2% | 63 | 28.4% | 92 | 41.4% |
| Violence and trauma | 68 | 30.6% | 62 | 27.9% | 92 | 41.4% |
| Unemployment | 53 | 23.9% | 97 | 43.7% | 72 | 32.4% |
| Food Insecurity | 64 | 28.8% | 91 | 41.0% | 67 | 30.2% |
| Aging | 67 | 30.2% | 91 | 41.0% | 64 | 28.8% |

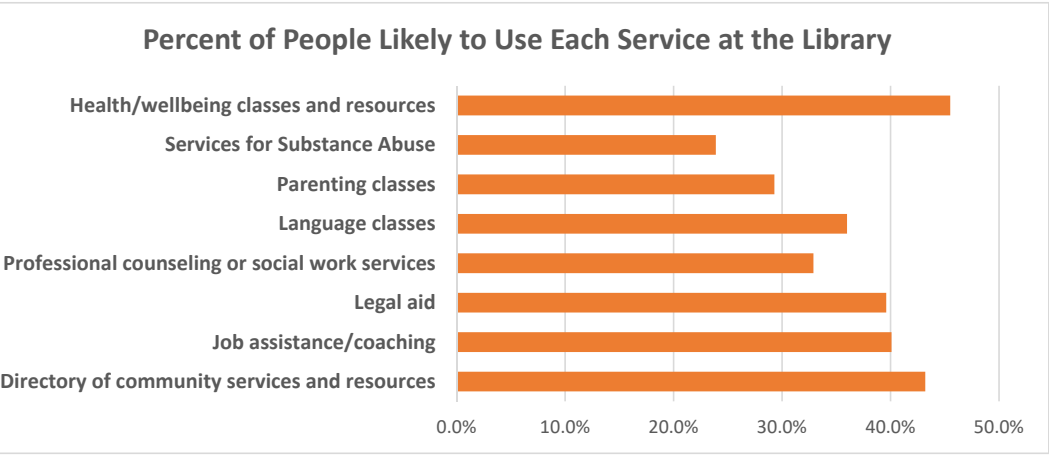


Are there other major challenges in our community? * See tab 3 for additional responses

| | Count | Percent |
|-----|-------|---------|
| Yes | 59 | 26.6% |
| No | 163 | 73.4% |

What is the likelihood that you, a family member, or someone you know would use these services if offered at the library? (respond likely/not likely, or don't know)

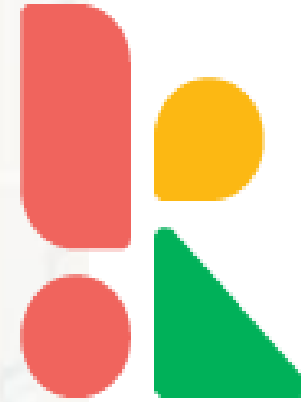
| | Likely | | Not Likely | | Don't Know | |
|---|--------|-------|------------|-------|------------|-------|
| | Count | Row % | Count | Row % | Count | Row % |
| Directory of community services and resources | 96 | 43.2% | 61 | 27.5% | 65 | 29.3% |
| Job assistance/coaching | 89 | 40.1% | 92 | 41.4% | 41 | 18.5% |
| Legal aid | 88 | 39.6% | 99 | 44.6% | 35 | 15.8% |
| Professional counseling or social work services | 73 | 32.9% | 111 | 50.0% | 38 | 17.1% |
| Language classes | 80 | 36.0% | 100 | 45.0% | 42 | 18.9% |
| Parenting classes | 65 | 29.3% | 120 | 54.1% | 37 | 16.7% |
| Services for Substance Abuse | 53 | 23.9% | 139 | 62.6% | 30 | 13.5% |
| Health/wellbeing classes and resources | 101 | 45.5% | 85 | 38.3% | 36 | 16.2% |



Would you be interested in getting a library card? (*Phone Numbers have been provided to KDL) *See tab 4 for Additional Responses

| | Count | Percent |
|-----|-------|---------|
| Yes | 55 | 24.8% |
| No | 167 | 75.2% |

**Kent
District
Library**



Shaping Library Services for Current and Future Community Needs

JULY 8, 2021

CONTENTS

Study Goals

Cardholder, Staff and Non-User Viewpoints

Net Promoter Score

Library Customer Cluster Insights

Demand Analysis

Key Opportunities to Consider

Study Goals

Study Goals

- Identify unmet and emerging needs throughout Kent District Library service area
- Conduct primary research of people in the KDL service area, including non-patrons
- Gauge general perceptions of the library

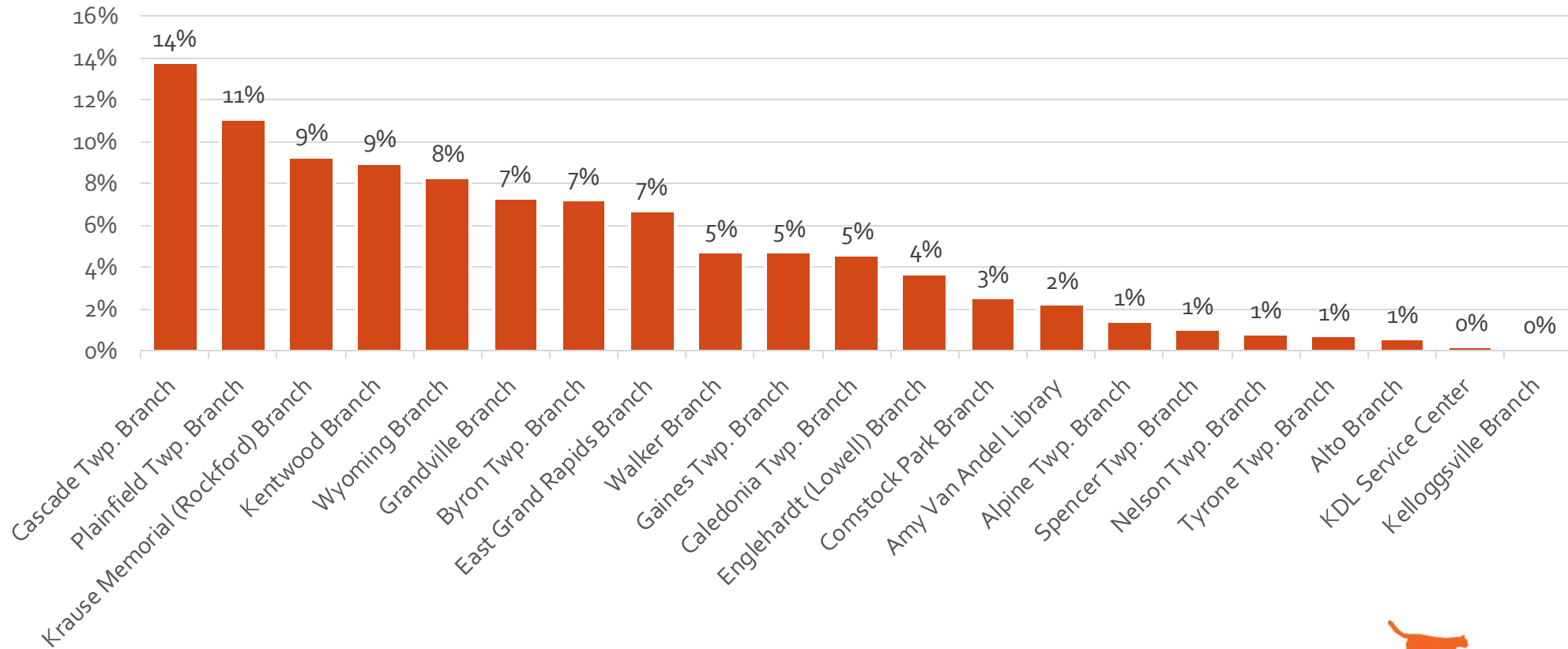
Cardholder, Staff and Non-User Viewpoints

Non-Patrons and Inactive Patrons

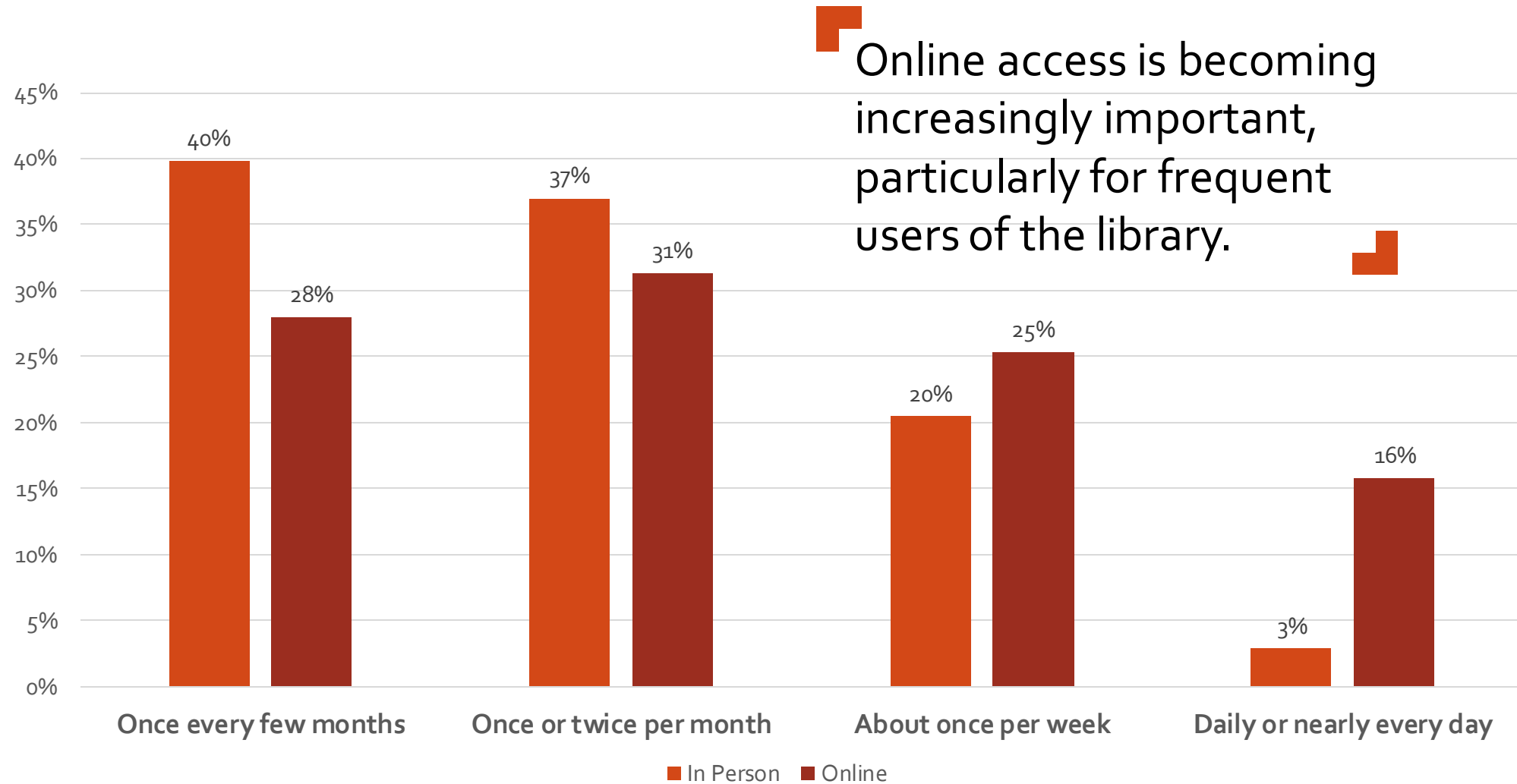
- 222 completed responses in the phone survey
- 1,946 inactive (have not used their library card within the past 12 months) patrons in the online survey

Online Survey Participants Represent All Branch Locations

8,396 completed responses

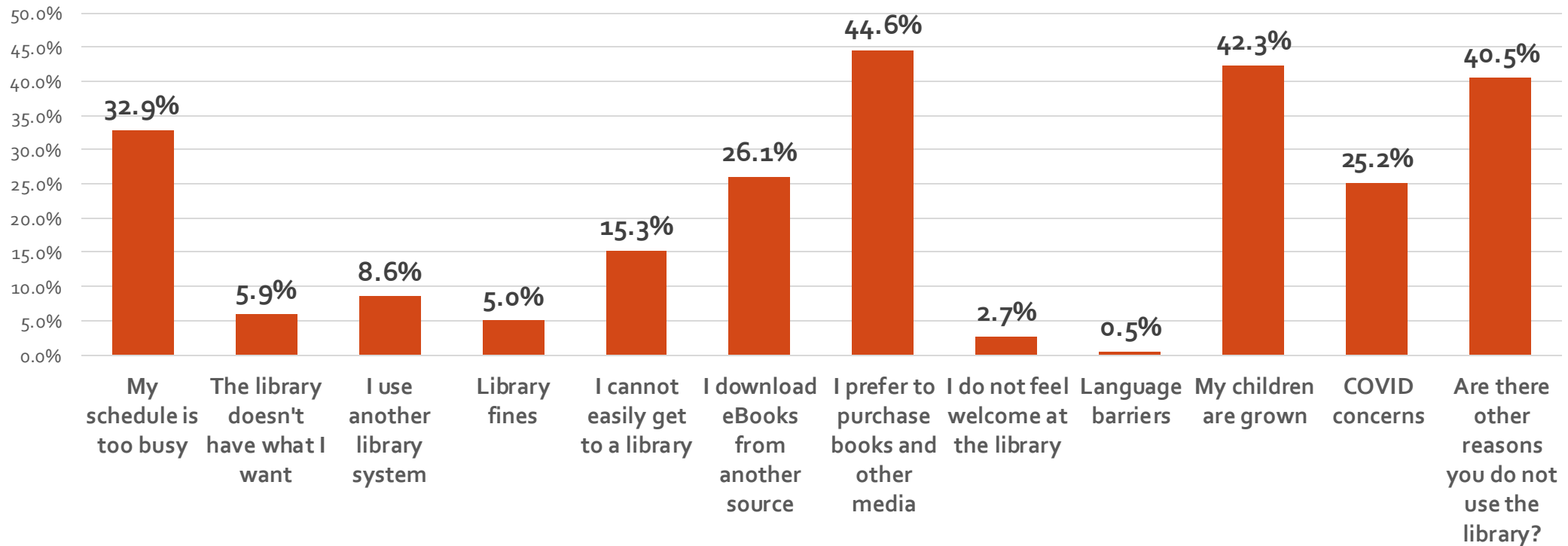


Frequency of Library Use

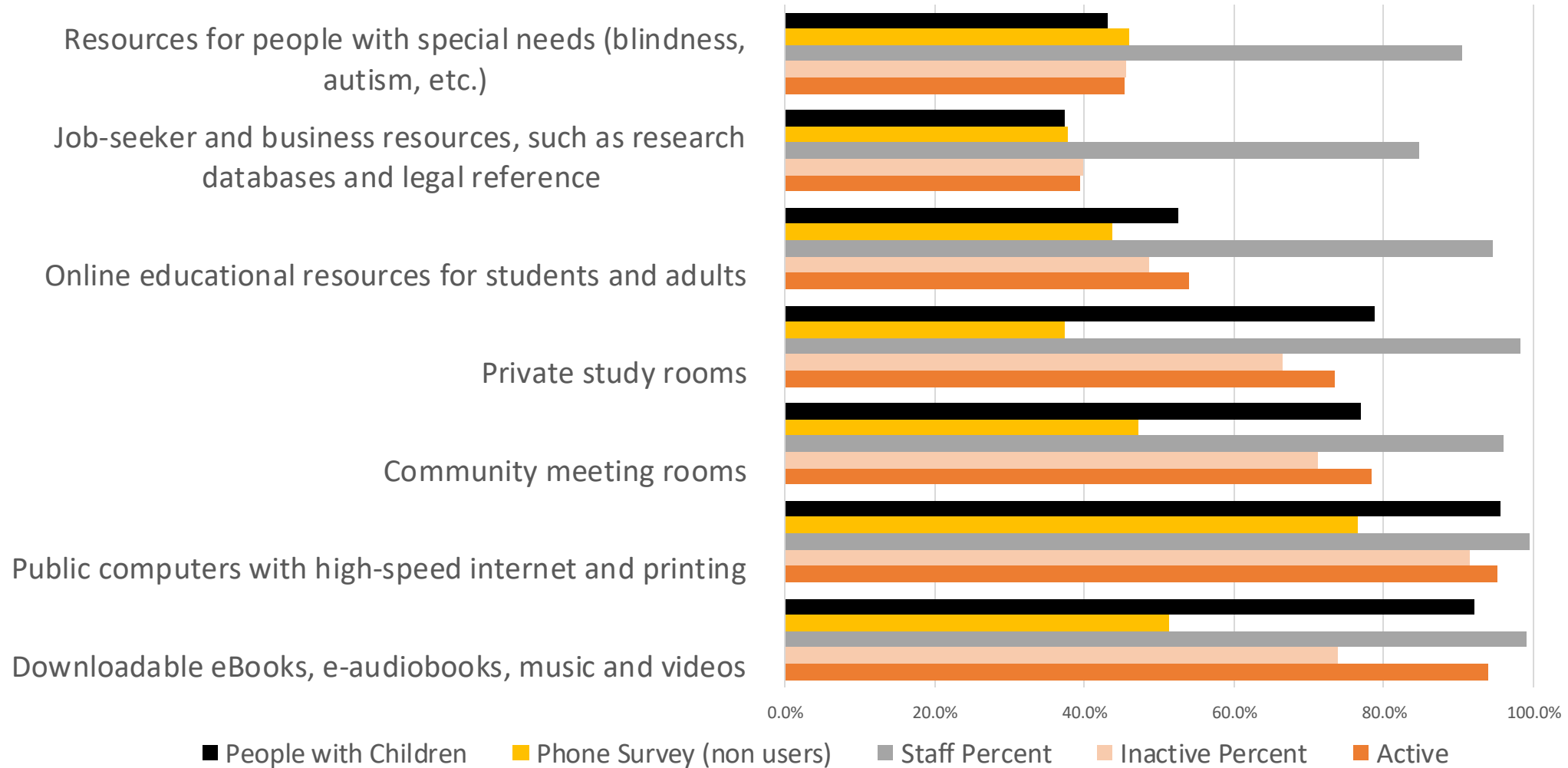


Reasons for Non-Use

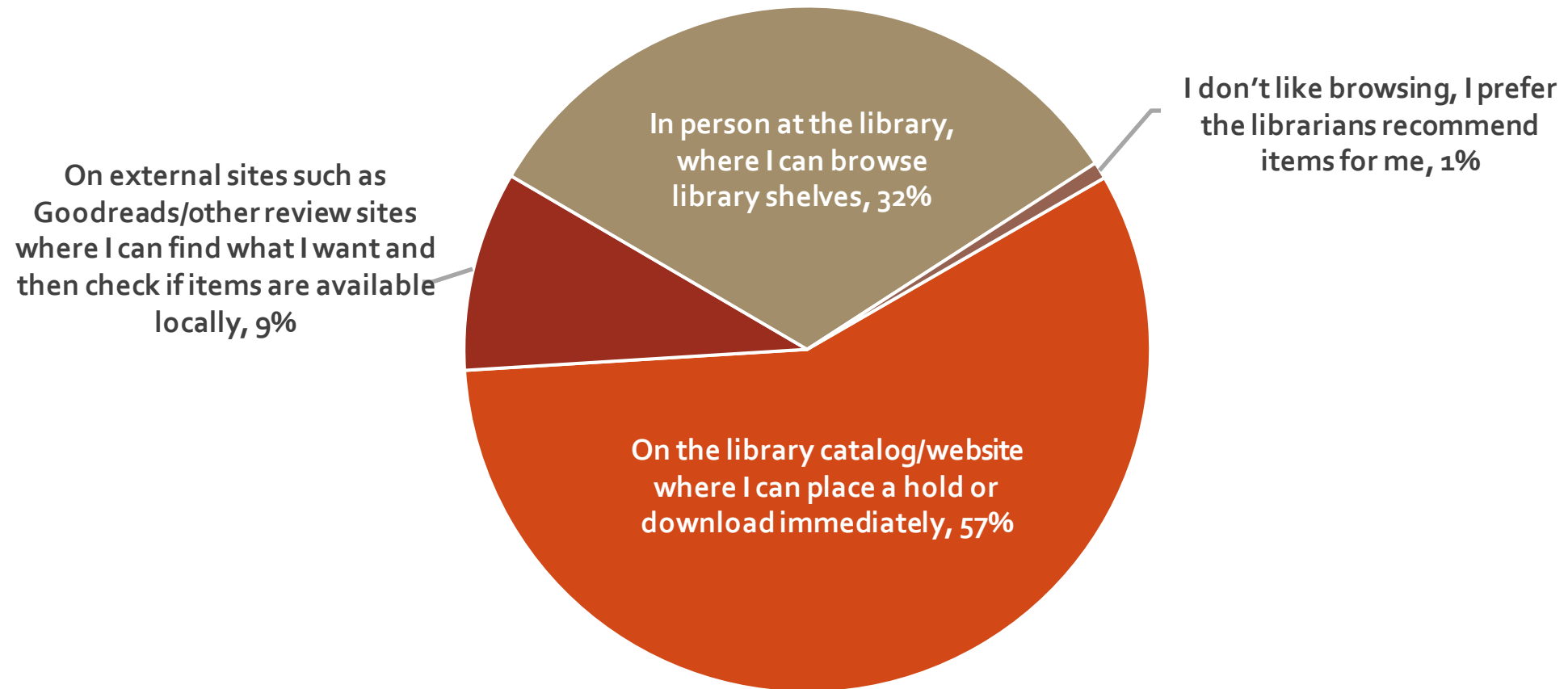
About **44%** of individuals prefer to **purchase books and other form of media**



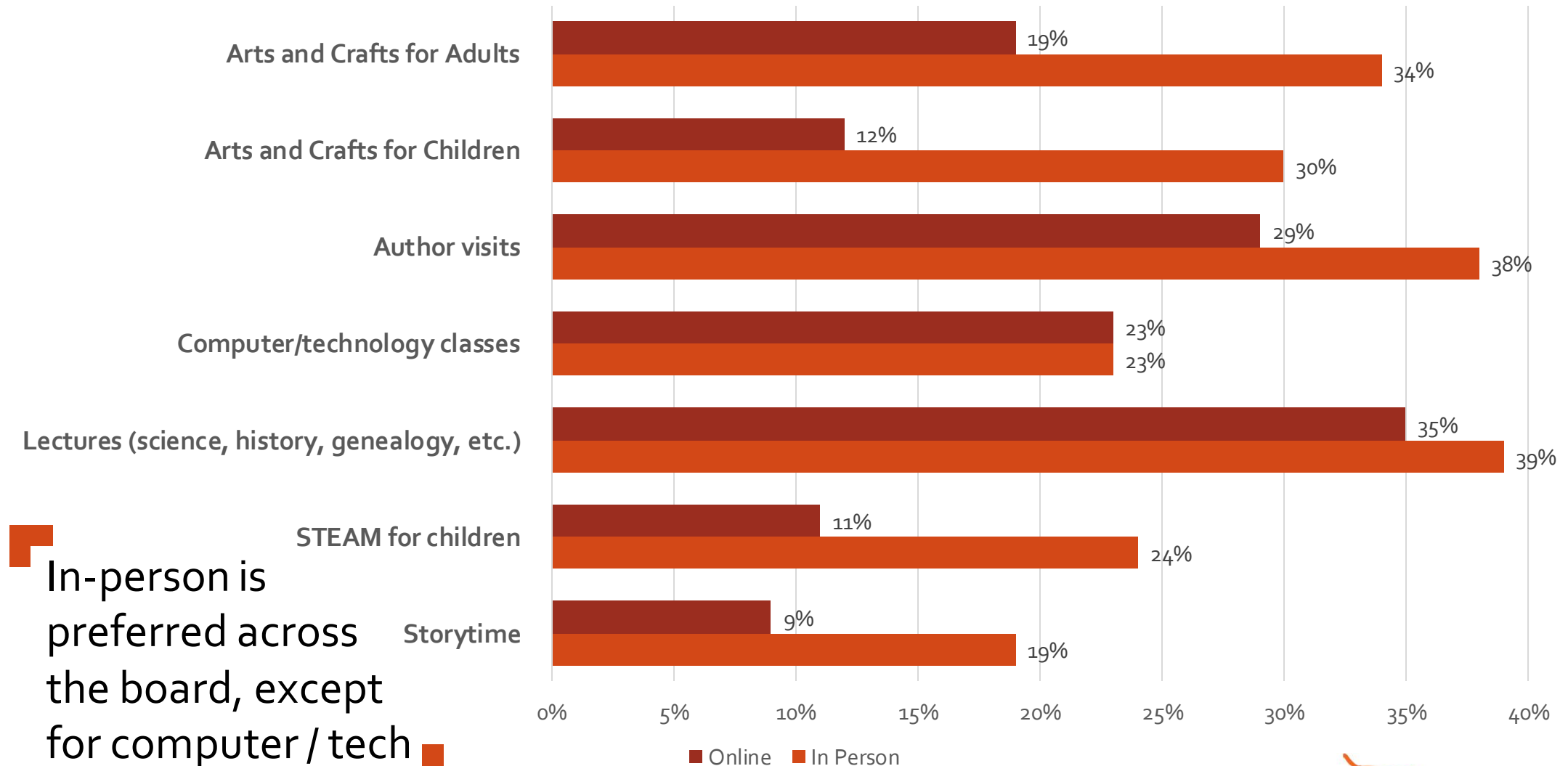
Awareness of Library Services



Preferences for Selecting Materials

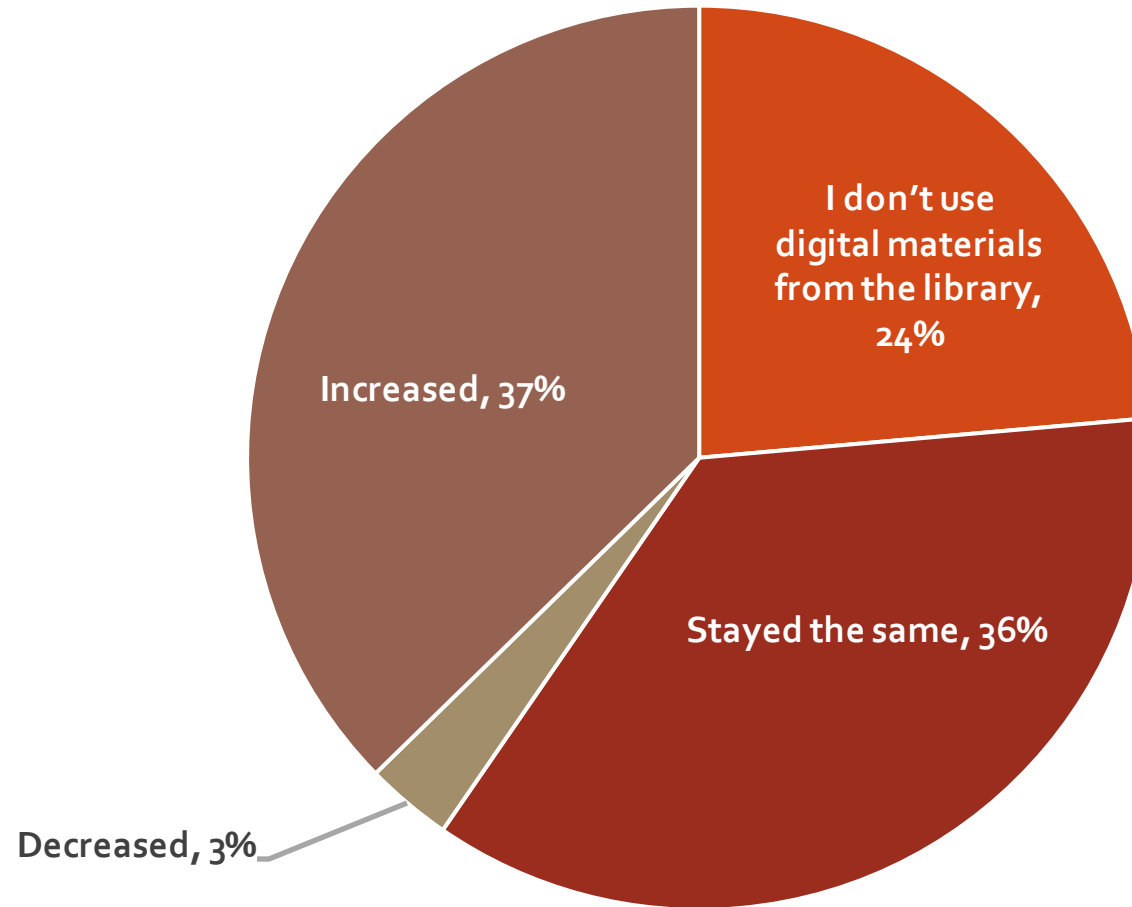


Programs Most Likely to Attend

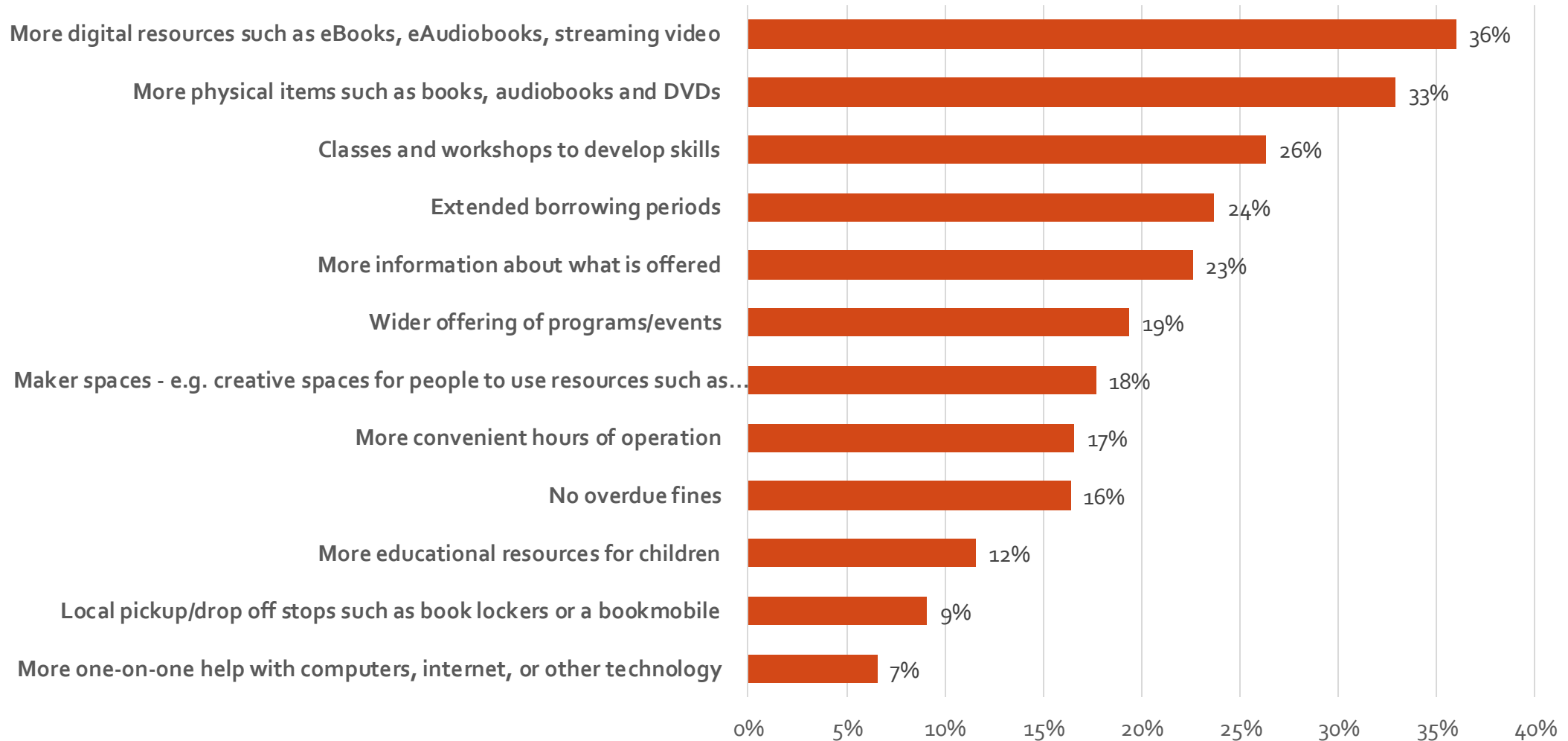


In-person is preferred across the board, except for computer / tech

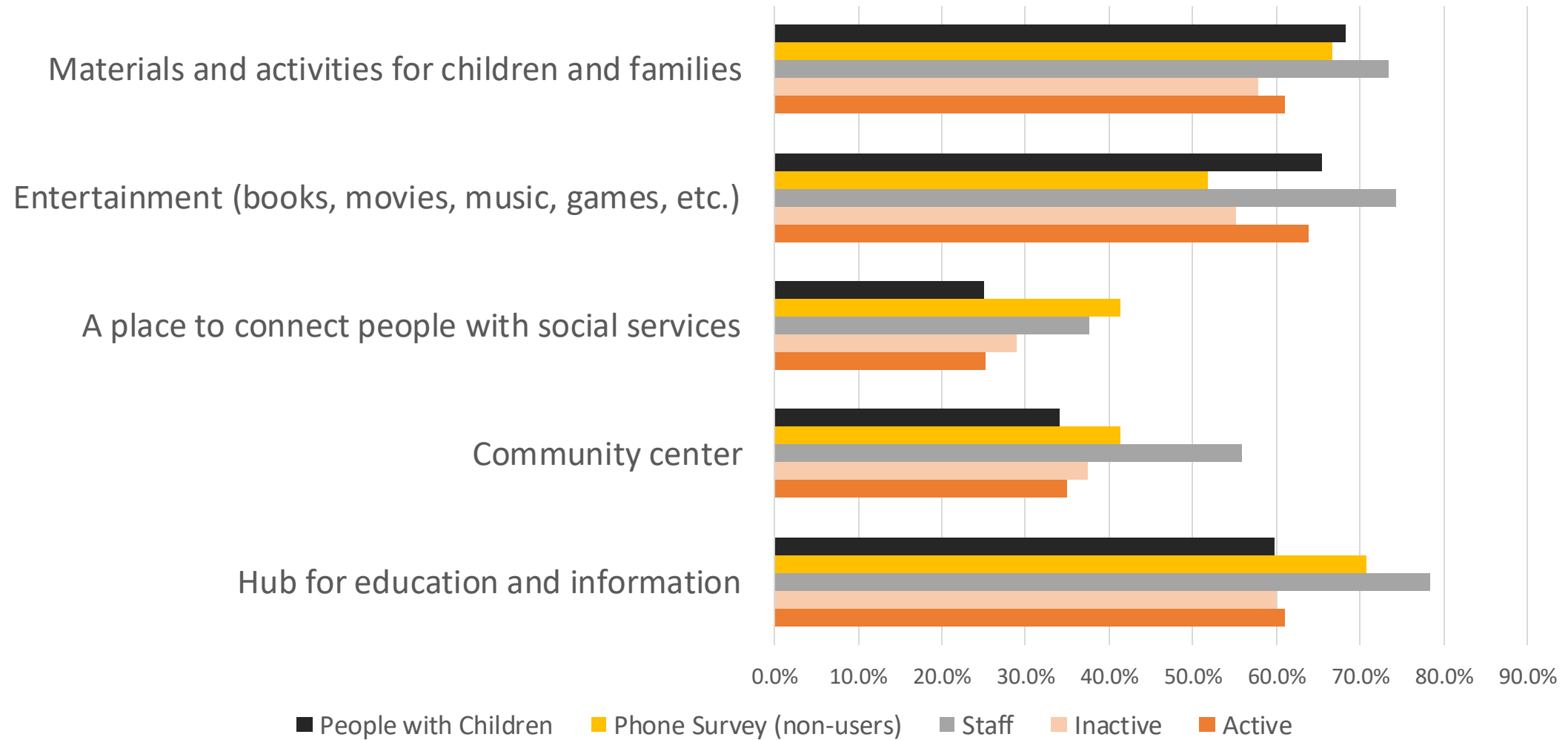
Change in Use of Digital Resources, Compared to Pre-Pandemic



What Would Encourage More Library Use?

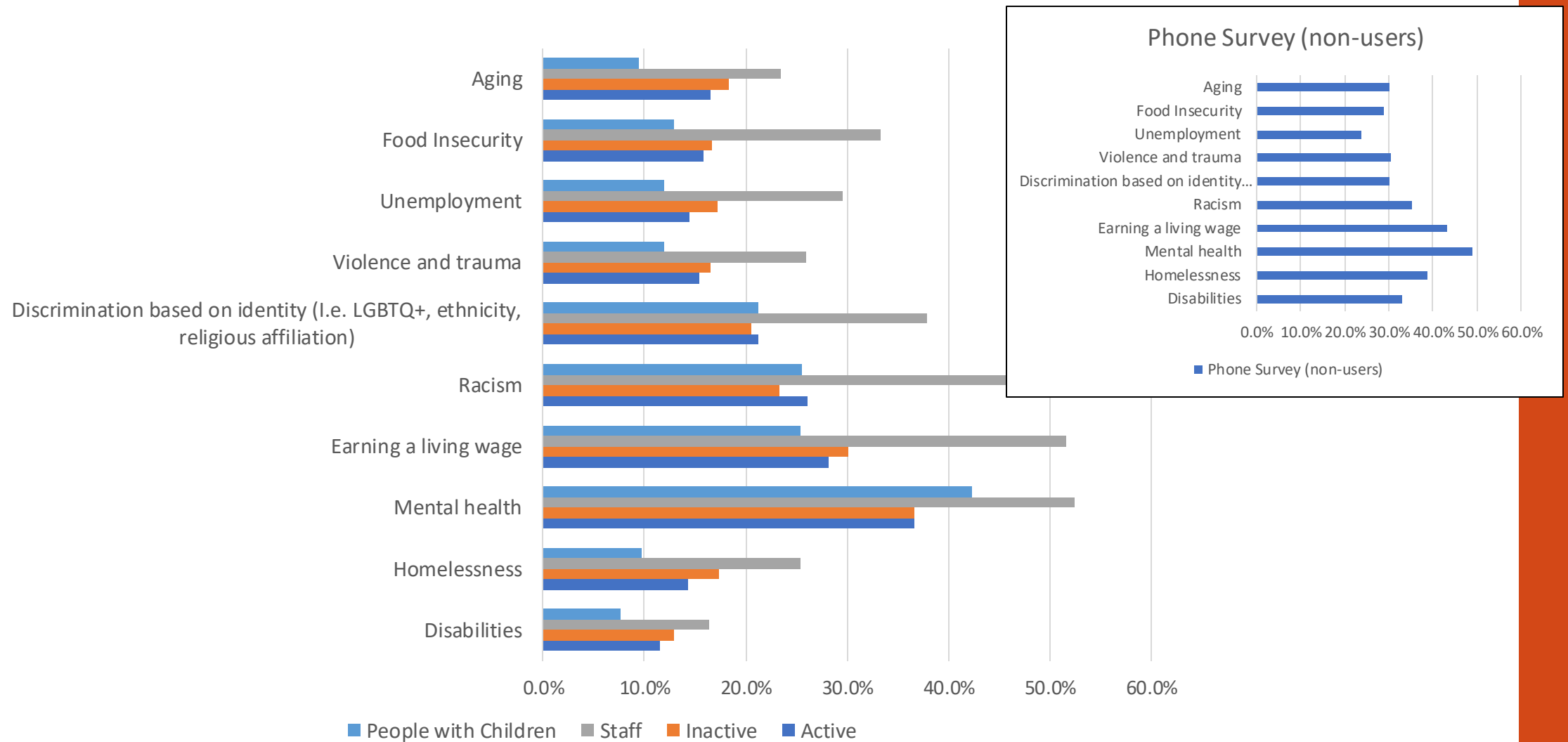


Importance of Library Services in Community*



**Those who selected "very important"*

Greatest Challenges in Community*



*Selected 'high' in terms of a low, medium or high challenge. Note – phone survey had scale of 1-3, while online survey had scale of 1-5)

Additional Comments – Greatest Challenges

Lack of religion/spirituality

Taxes

Affordable internet

Political polarization

Health/wellness

Education

Political correctness

Government bureaucracy

Parenting/Raising children

Liberal agendas

Balanced news

Ignorance

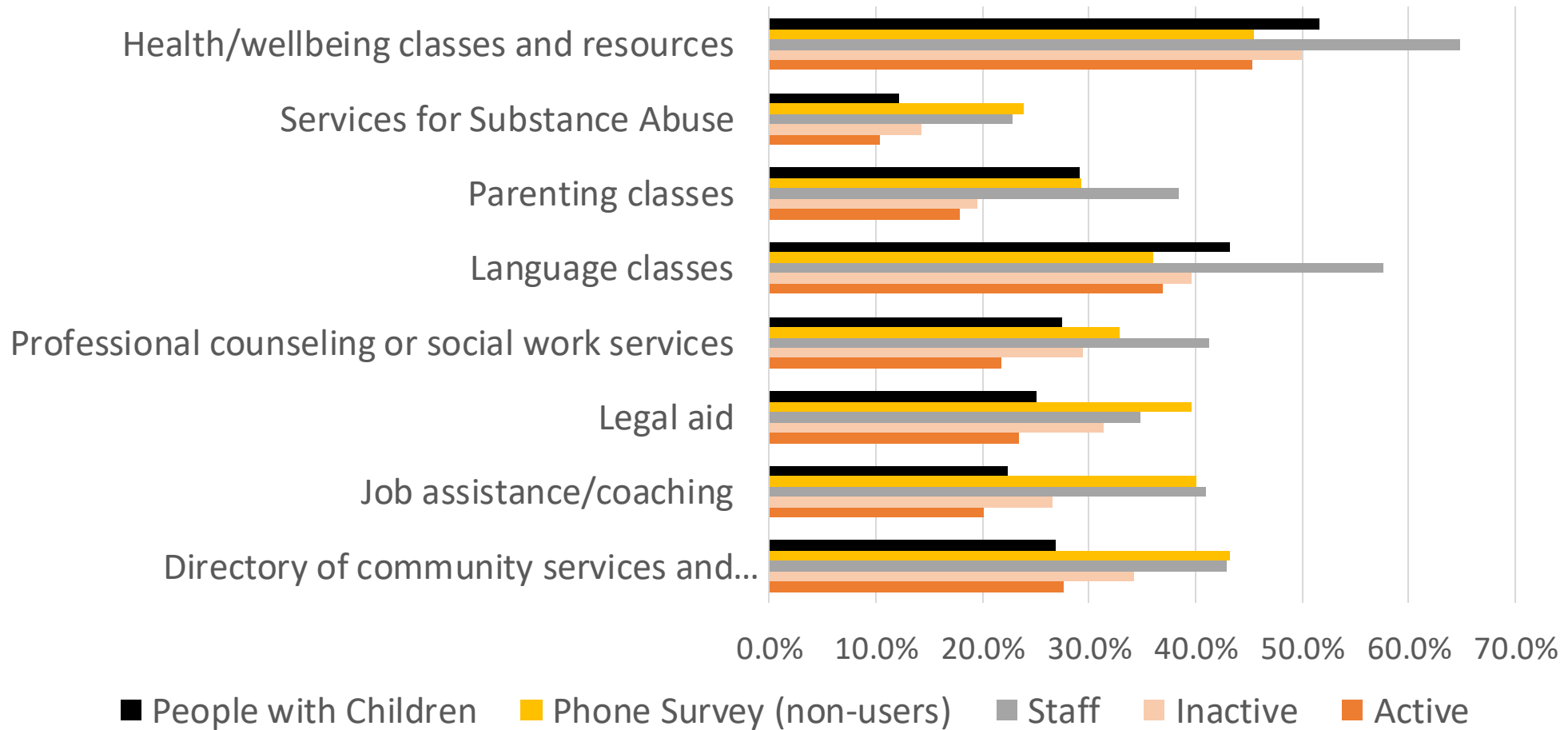
Environmental issues

Transportation

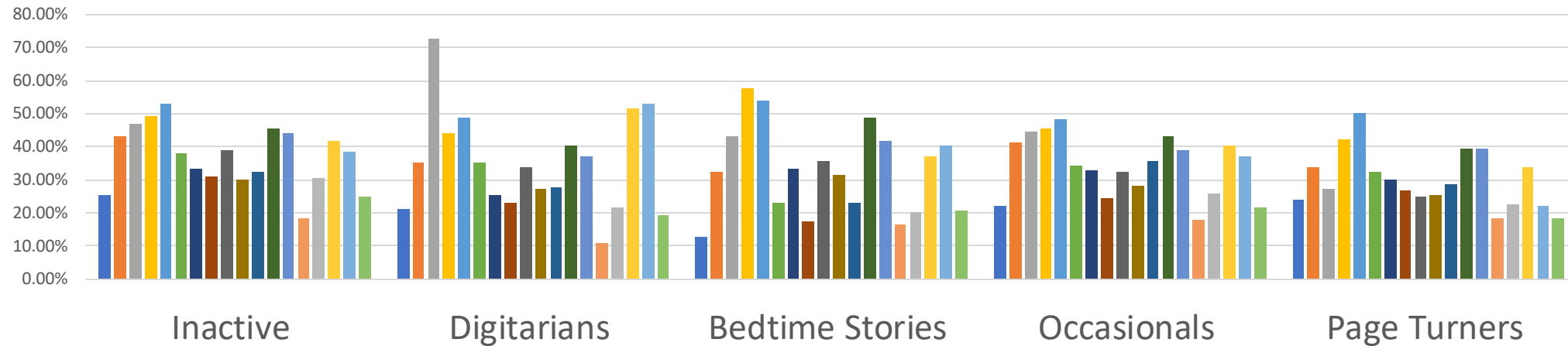
Laziness in young people

Likelihood of Use

What is the likelihood that you, a family member, or someone you know would use these services if offered at the library?

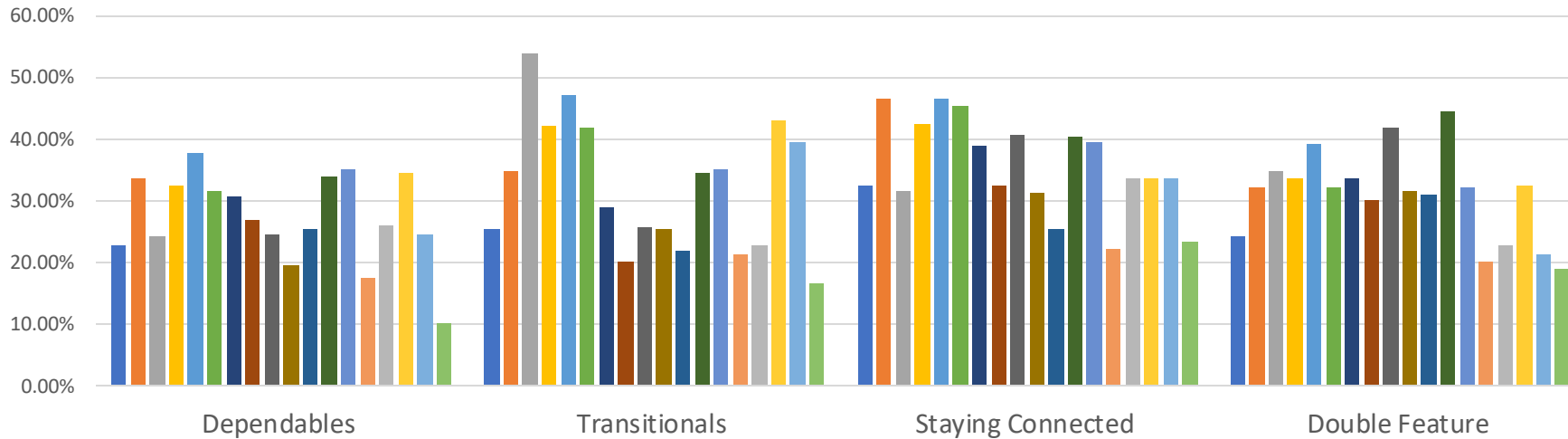


Future Library Focus (Increase)



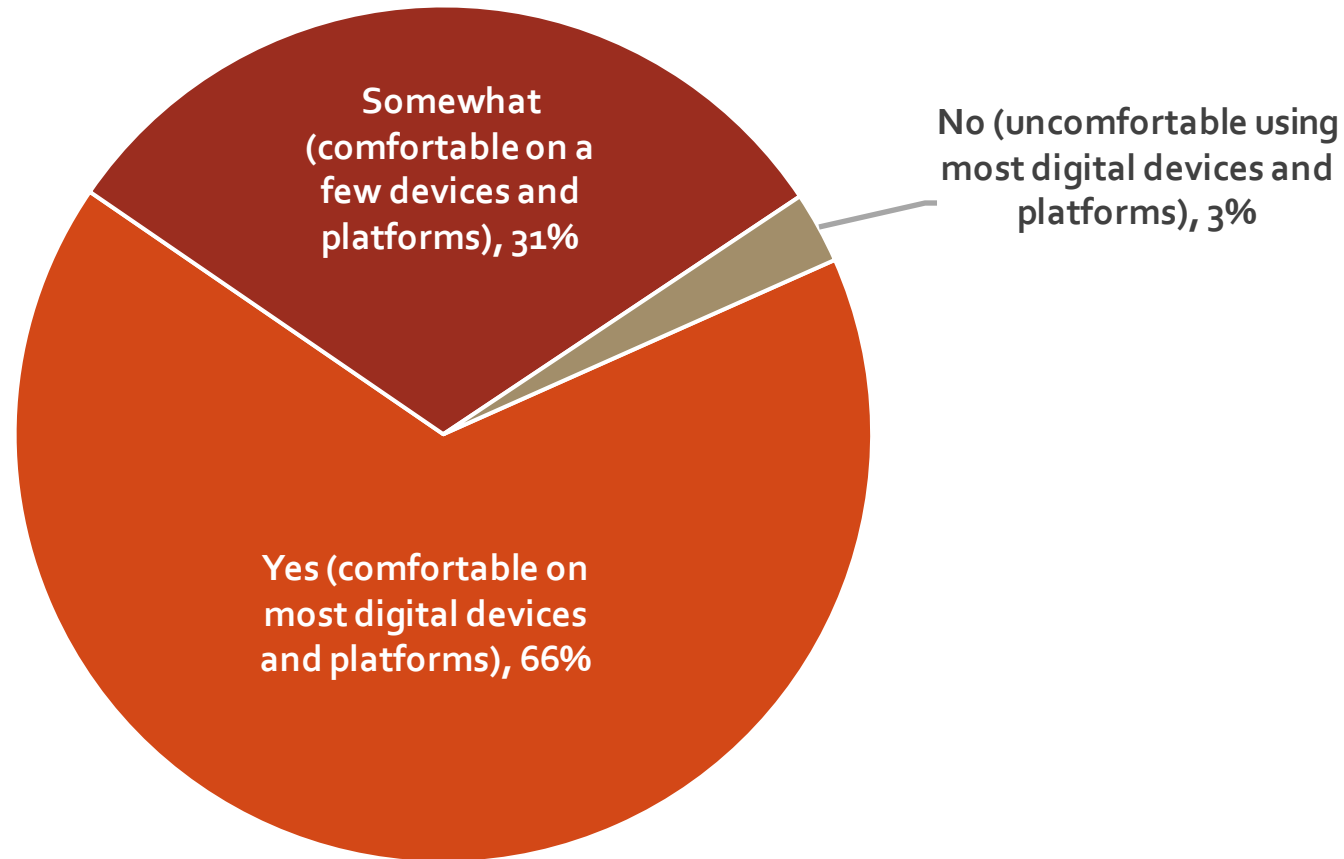
- Appointments for one-on-one technology help sessions
- Classes and workshops to develop skills
- Digital materials (e.g., eBooks, research materials)
- Educational resources for early childhood and school age children
- Early Literacy
- High speed Internet, wireless and public computer access
- Hosting concerts, plays, lectures, and exhibits
- Job seeking services
- Maker Spaces
- Programs in Spanish or other languages
- Research collections for genealogy and local history
- Services for educators (teachers, homeschoolers)
- Services for teens
- Spaces dedicated to a print collection
- Spaces dedicated for studying, quiet space, community gathering, programs, etc.
- Library website
- Library mobile apps
- Home delivery services

Future Library Focus (Increase)

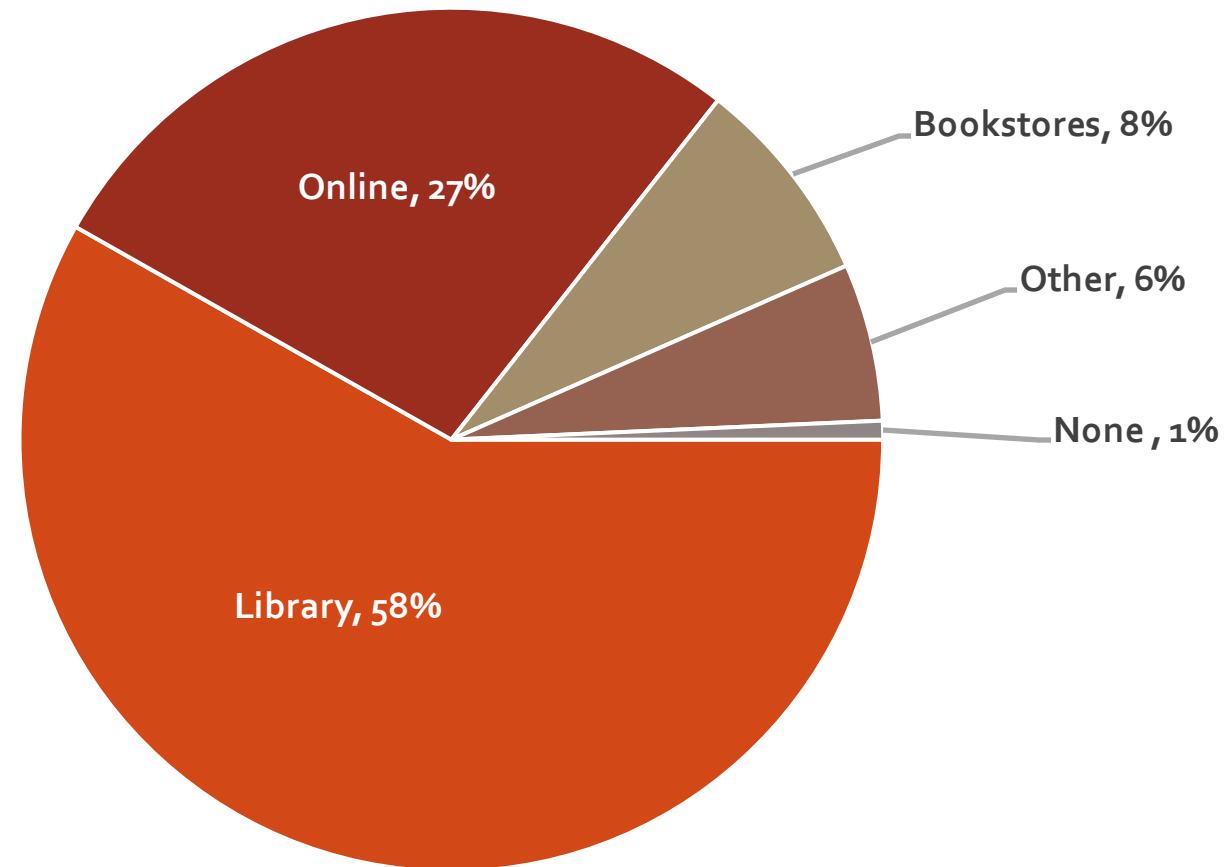


- Appointments for one-on-one technology help sessions
- Classes and workshops to develop skills
- Digital materials (e.g., eBooks, research materials)
- Educational resources for early childhood and school age children
- Early Literacy
- High speed Internet, wireless and public computer access
- Hosting concerts, plays, lectures, and exhibits
- Job seeking services
- Maker Spaces
- Programs in Spanish or other languages
- Research collections for genealogy and local history
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- Spaces dedicated for studying, quiet space, community gathering, programs, etc.
- Library website
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- Home delivery services

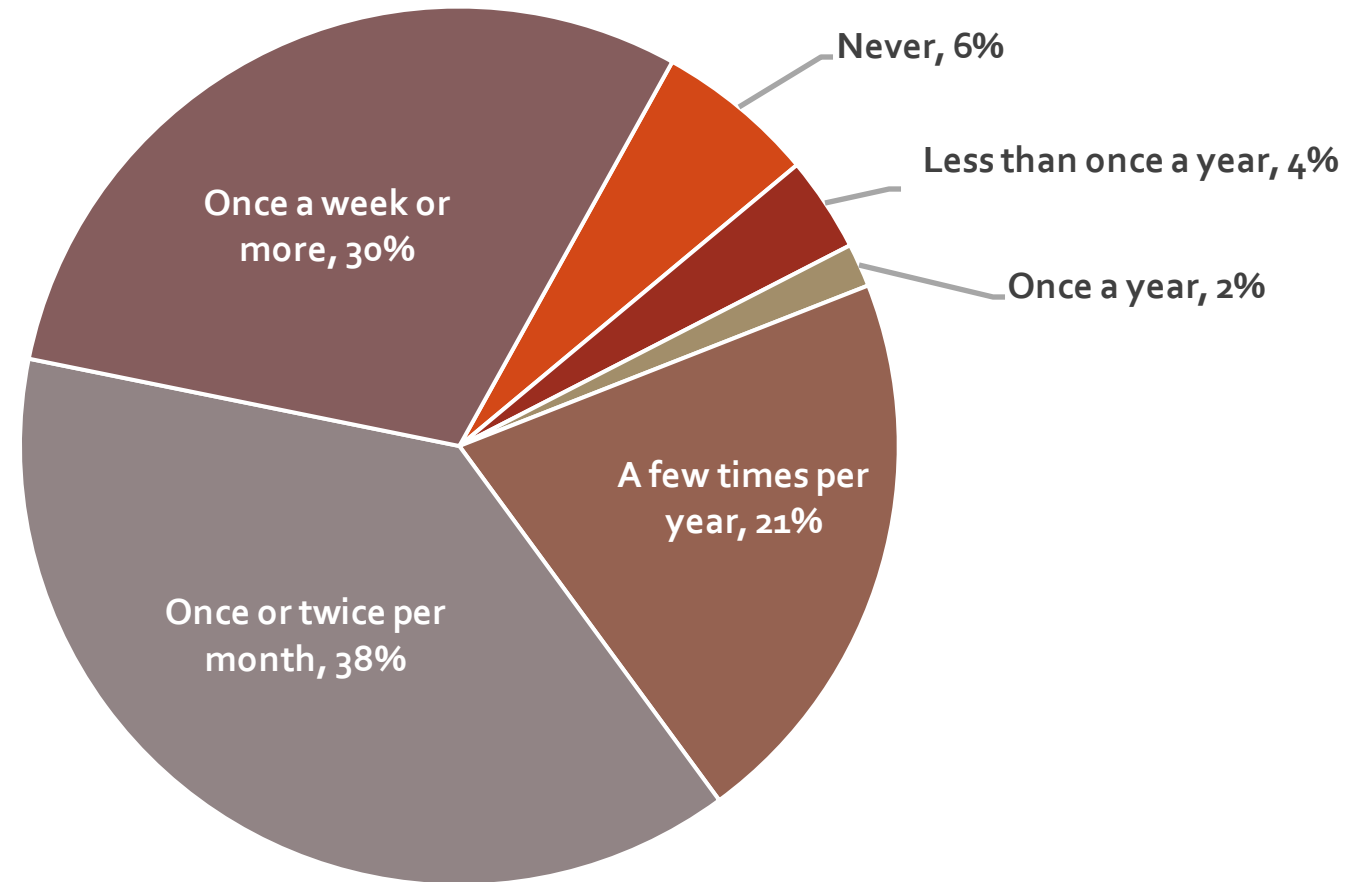
Comfort with Technology



Primary Source for Reading Material



Library Use as a Child



Net Promoter Score (NPS)

Net Promoter Score

- The Net Promoter Score* is a one-question scale of customer loyalty
- NPS is a measurement tool used by many industries

*Creators of NPS, Bain & Company, suggest a score above 0 is good, above 20 is favorable, above 50 is excellent, and above 80 is world class. *Net Promoter Score is a metric that was first developed in 1993 by Fred Reichheld, a Harvard Businessman, and later adopted in 2003 by Bain & Company and Satmetrix as a way to predict customer purchase and referral behavior*

Score 0-6 = Detractors
 Score 7-8 = Passives
 Score 9-10 = Promoters

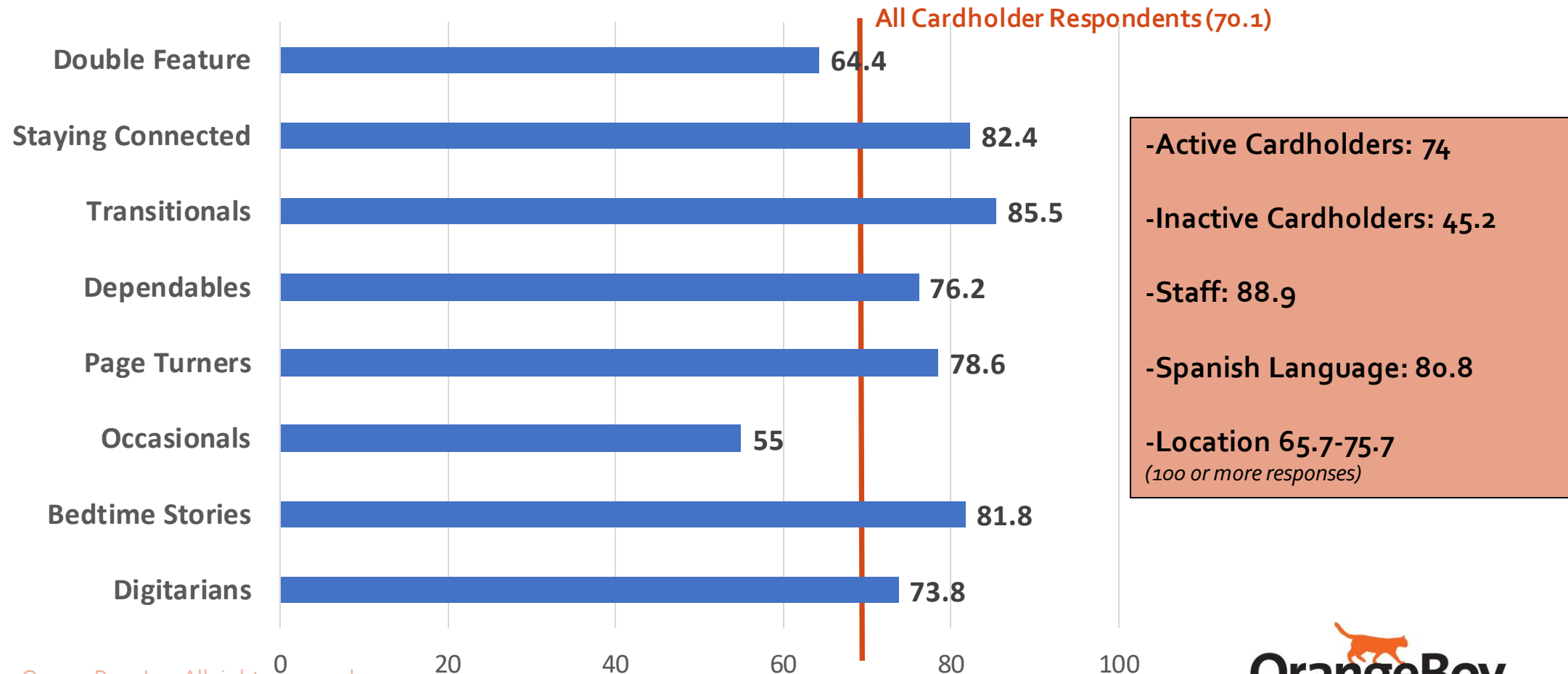
$NPS = \% \text{ Promoters} \text{ minus } \% \text{ Detractors}$
 Passives are ignored in NPS calculations

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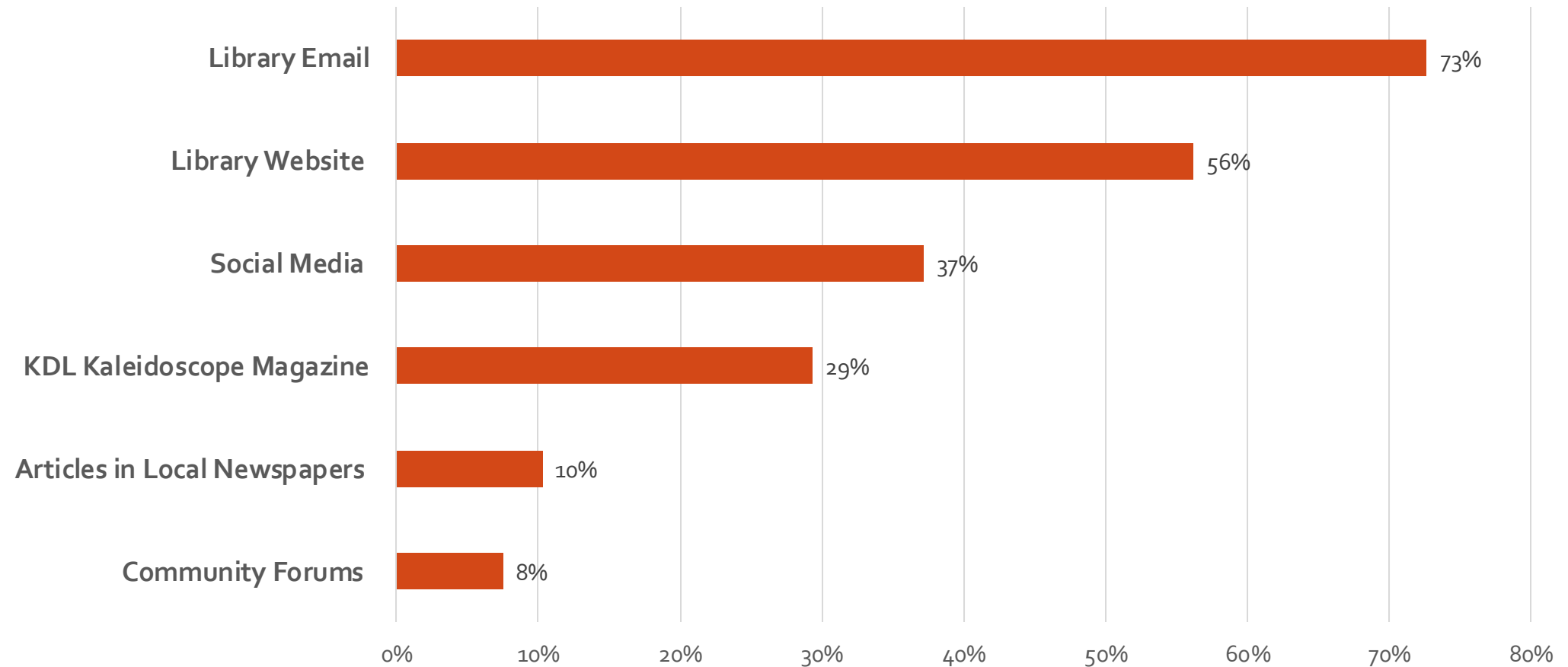


Net Promoter Score (NPS)

Question: How likely are you to recommend the library to others? (measures customer loyalty)



Preferred Methods of Learning About Library Offerings



Library Customer Cluster Insights

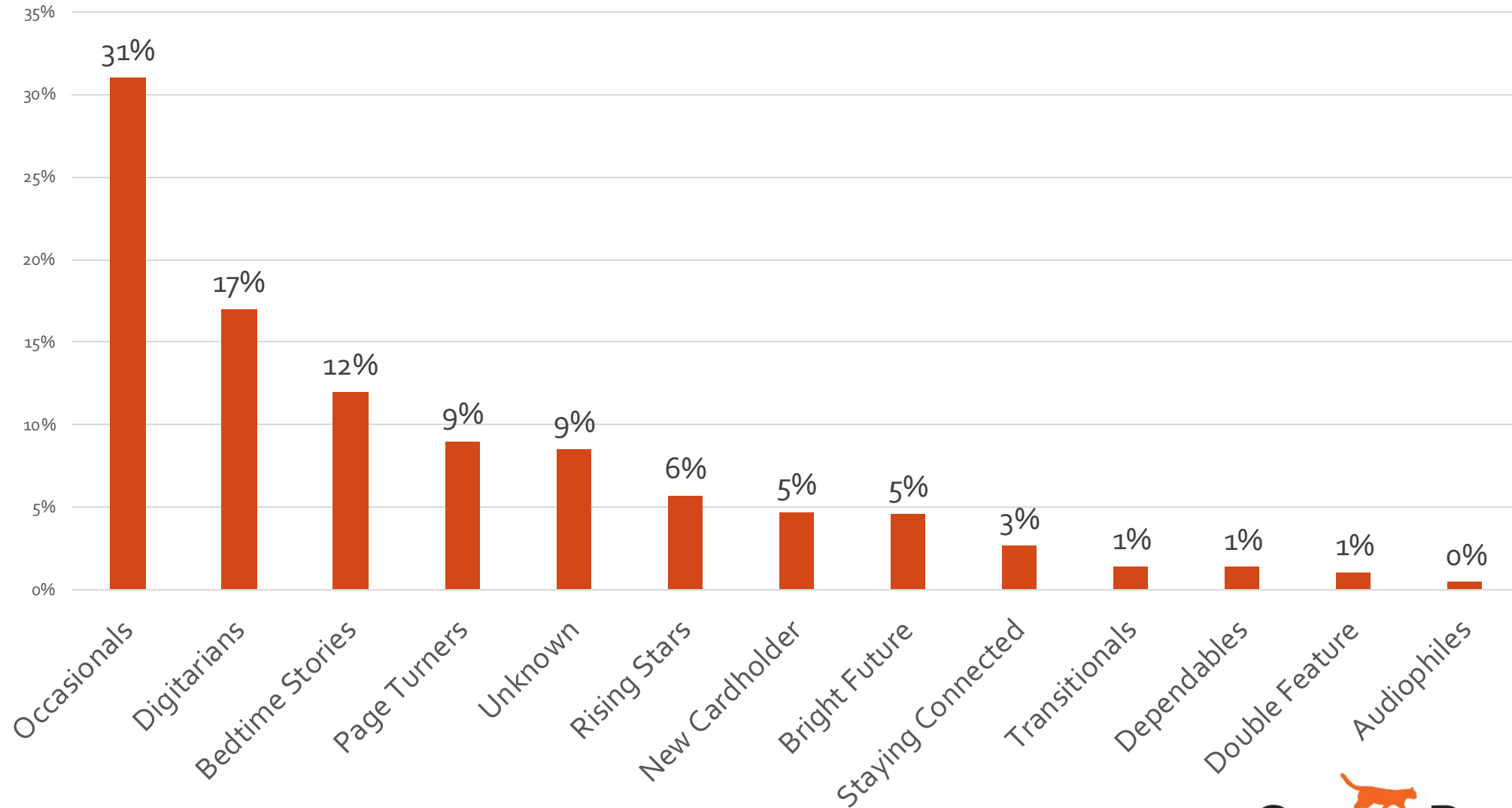
154



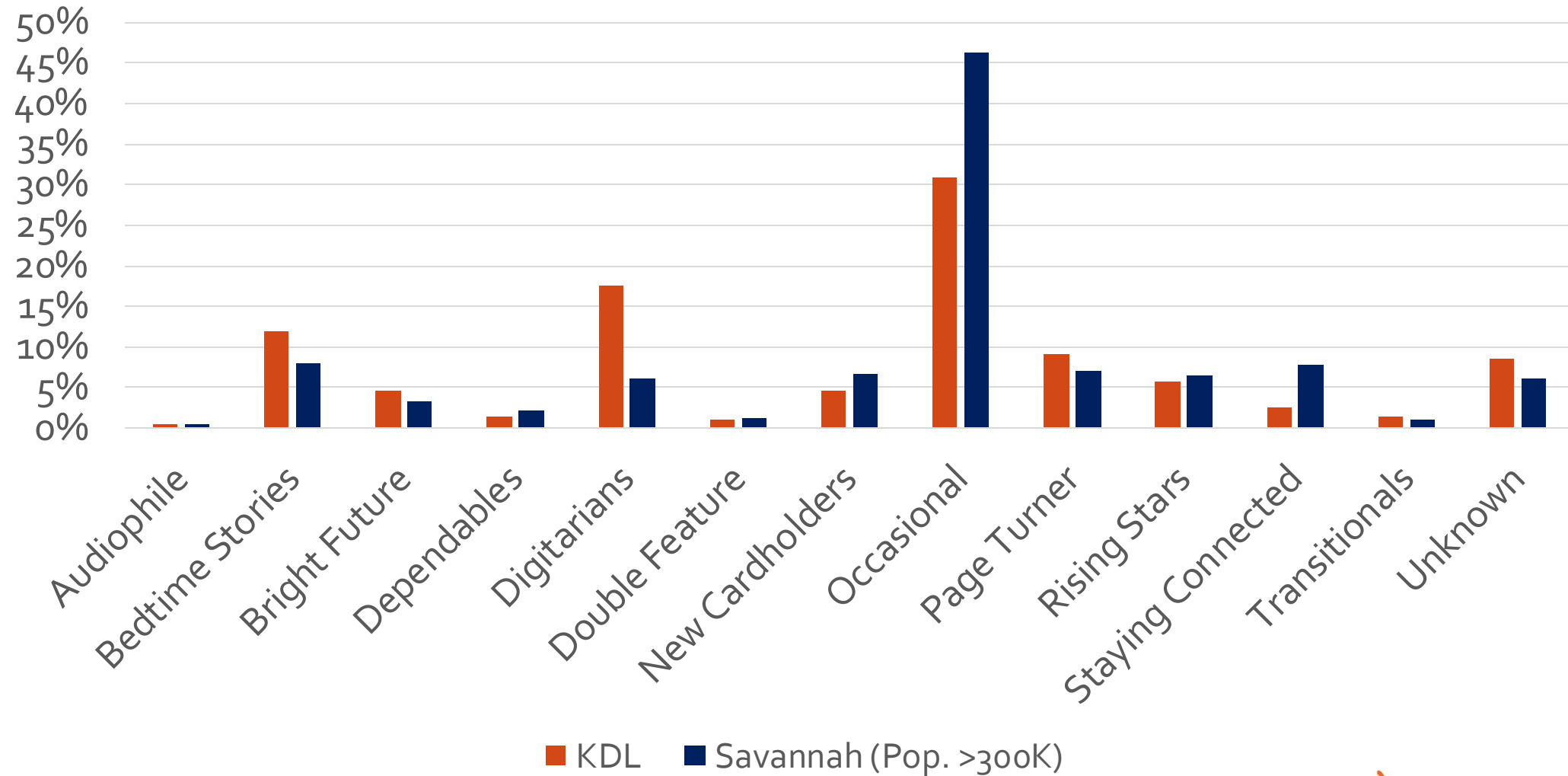
Cluster Overview

| Cluster Name | Behaviors |
|-------------------|---|
| Audiophiles | Primarily borrow audiobooks |
| Bedtime Stories | Adults who borrow children's materials |
| Bright Futures | Teen between the age of 13-17 |
| Dependables | Primarily borrow adult or teen print and A/V materials (DVDs, CDs, etc) |
| Digitarians | Primarily borrow digital files - Overdrive, Freegal, Hoopla, Zinio, etc |
| Double Feature | Primarily borrow A/V (DVDs, CDs, etc) |
| Inactives | Have not used their card in more than 12 months |
| New Cardholders | Signed up within the past 12 weeks |
| Occasionals | Have not used card in at least 12 weeks to a year prior |
| Page Turners | Primarily borrow adult and teen print |
| Rising Stars | Youth between the age of 0-12 |
| Staying Connected | Computer Users |
| Transitionals | Borrow both digital and physical circulation |

KDL Cluster Distribution

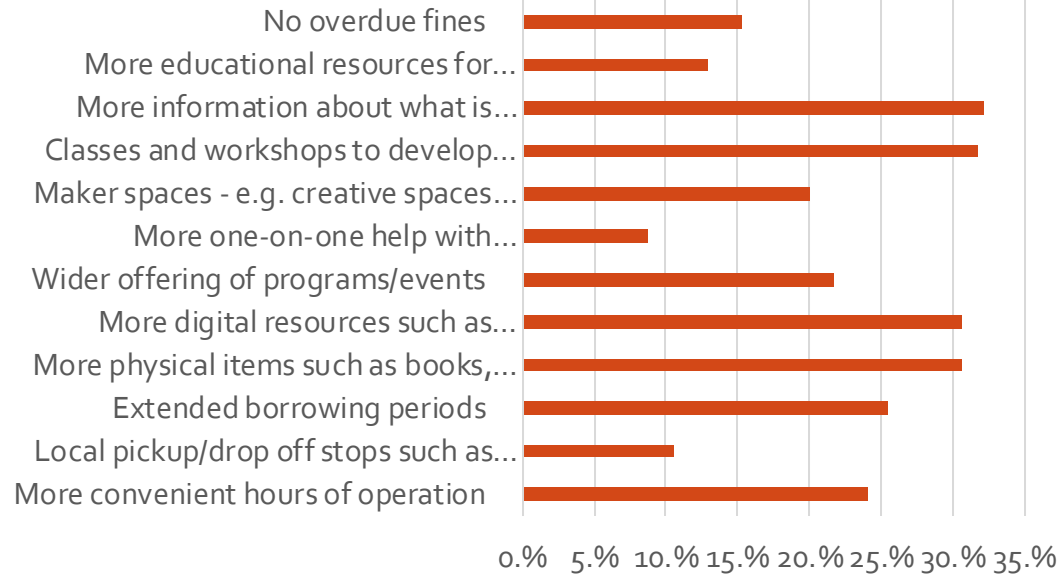


Cluster Benchmark

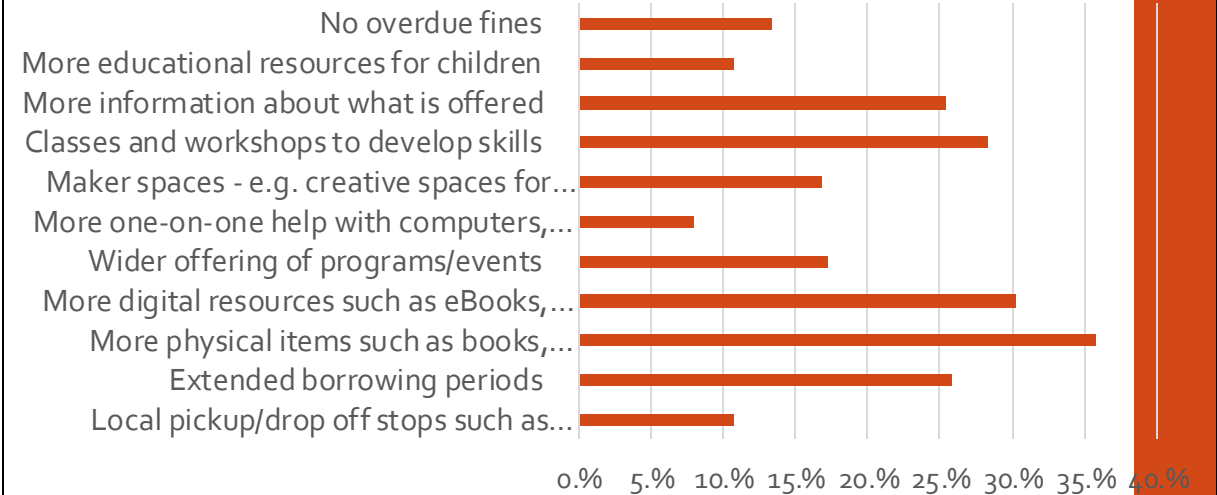


What Would Increase Library Use?

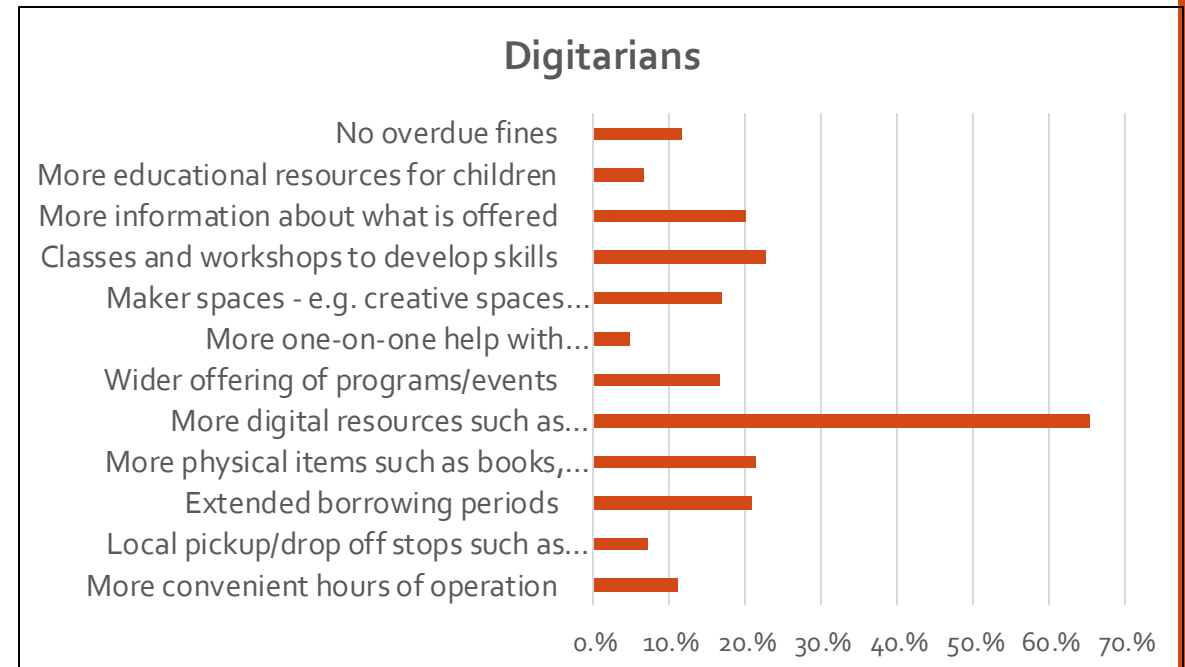
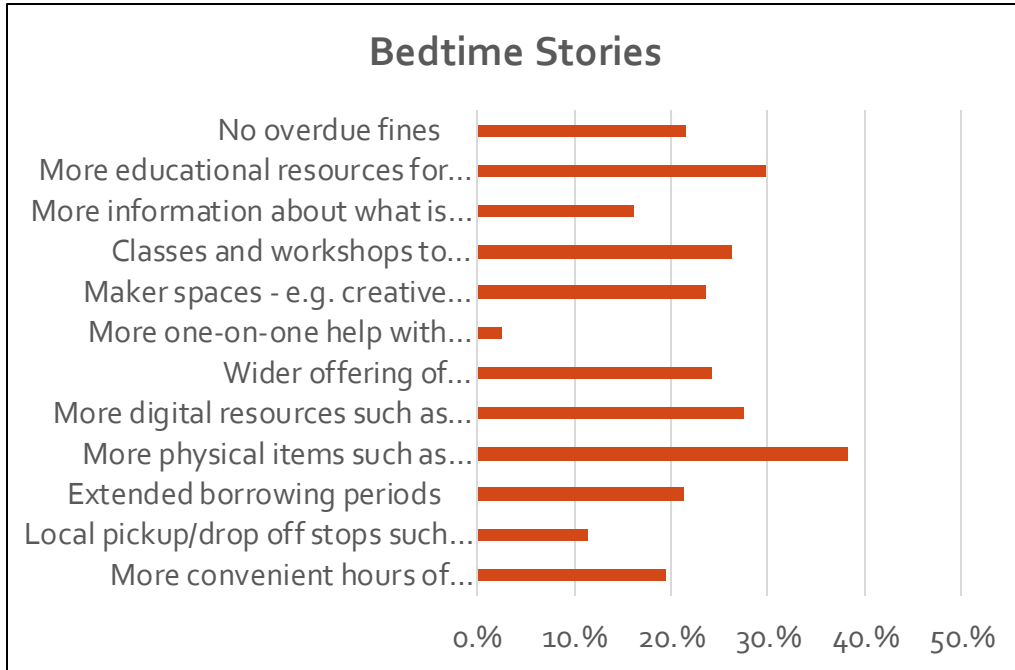
Inactive



Occasionals

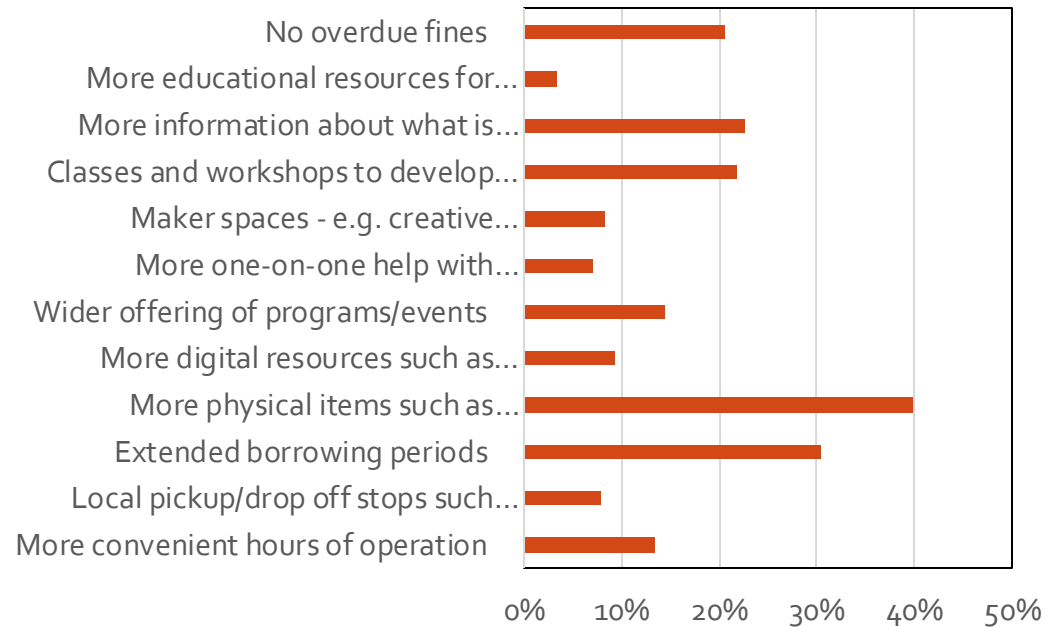


What Would Increase Library Use?



What Would Increase Library Use?

Page Turners

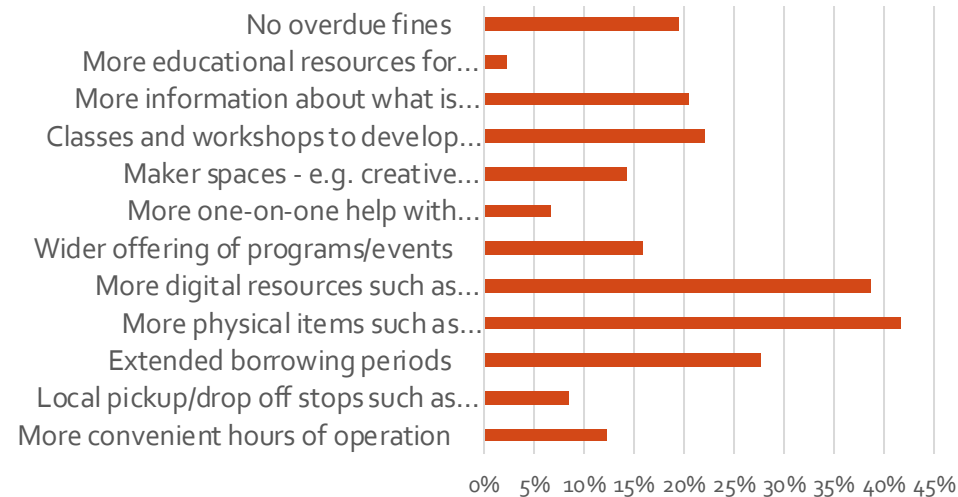


Dependables

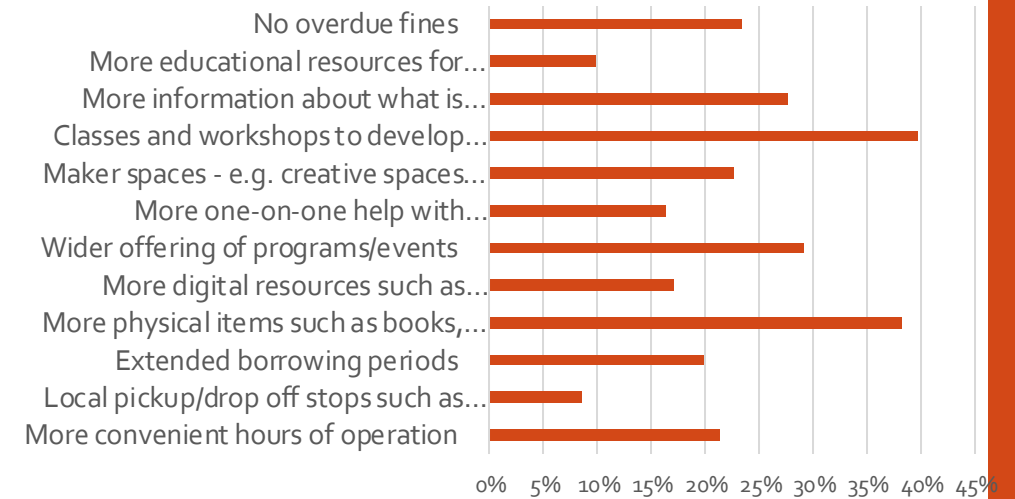


What Would Increase Library Use?

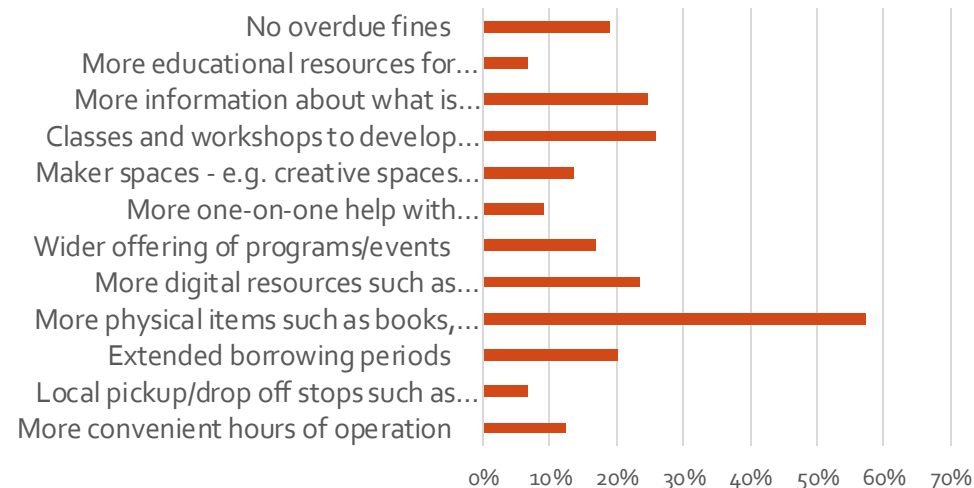
Transitionals



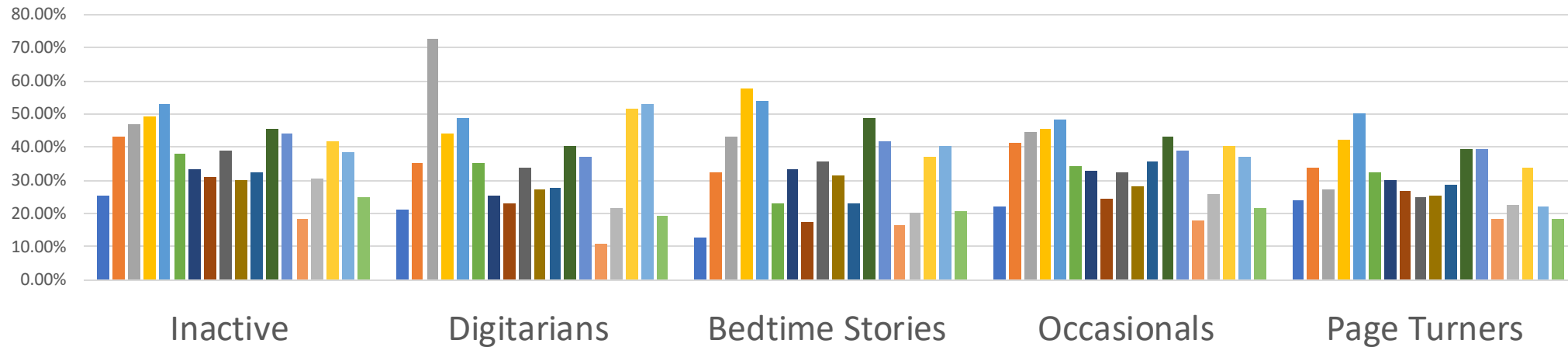
Staying Connected



Double Feature

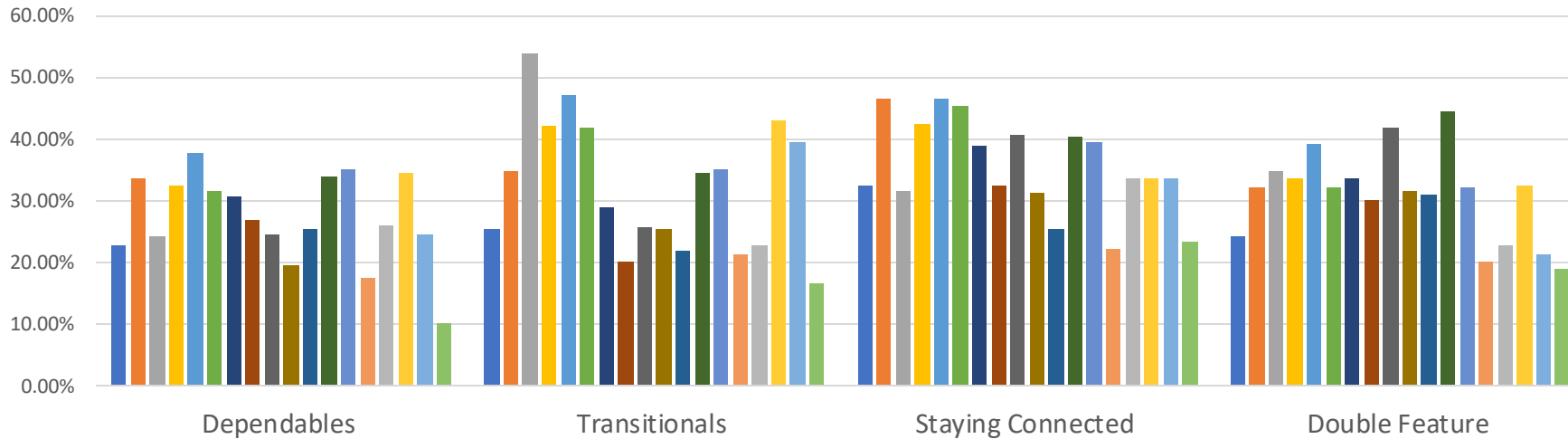


Future Library Focus (Increase)



- Appointments for one-on-one technology help sessions
- Classes and workshops to develop skills
- Digital materials (e.g., eBooks, research materials)
- Educational resources for early childhood and school age children
- Early Literacy
- High speed Internet, wireless and public computer access
- Hosting concerts, plays, lectures, and exhibits
- Job seeking services
- Maker Spaces
- Programs in Spanish or other languages
- Research collections for genealogy and local history
- Services for educators (teachers, homeschoolers)
- Services for teens
- Spaces dedicated to a print collection
- Spaces dedicated for studying, quiet space, community gathering, programs, etc.
- Library website
- Library mobile apps
- Home delivery services

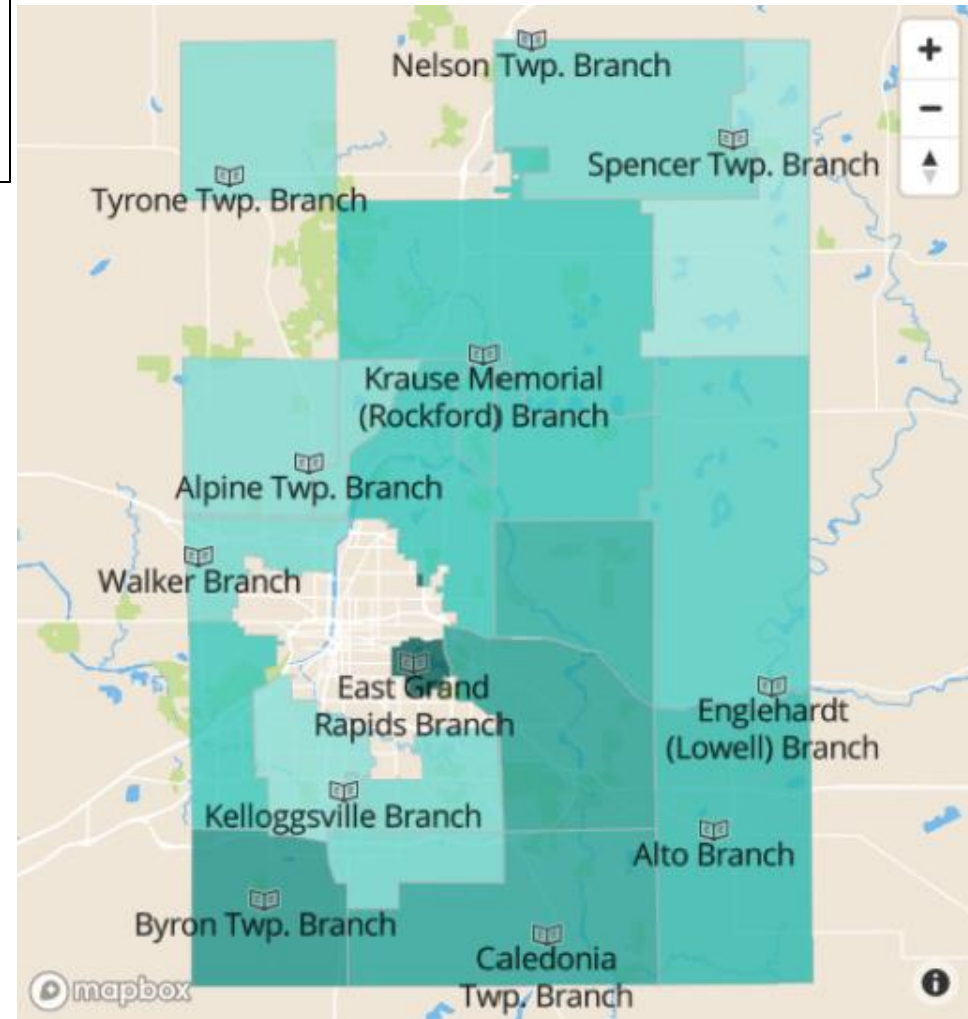
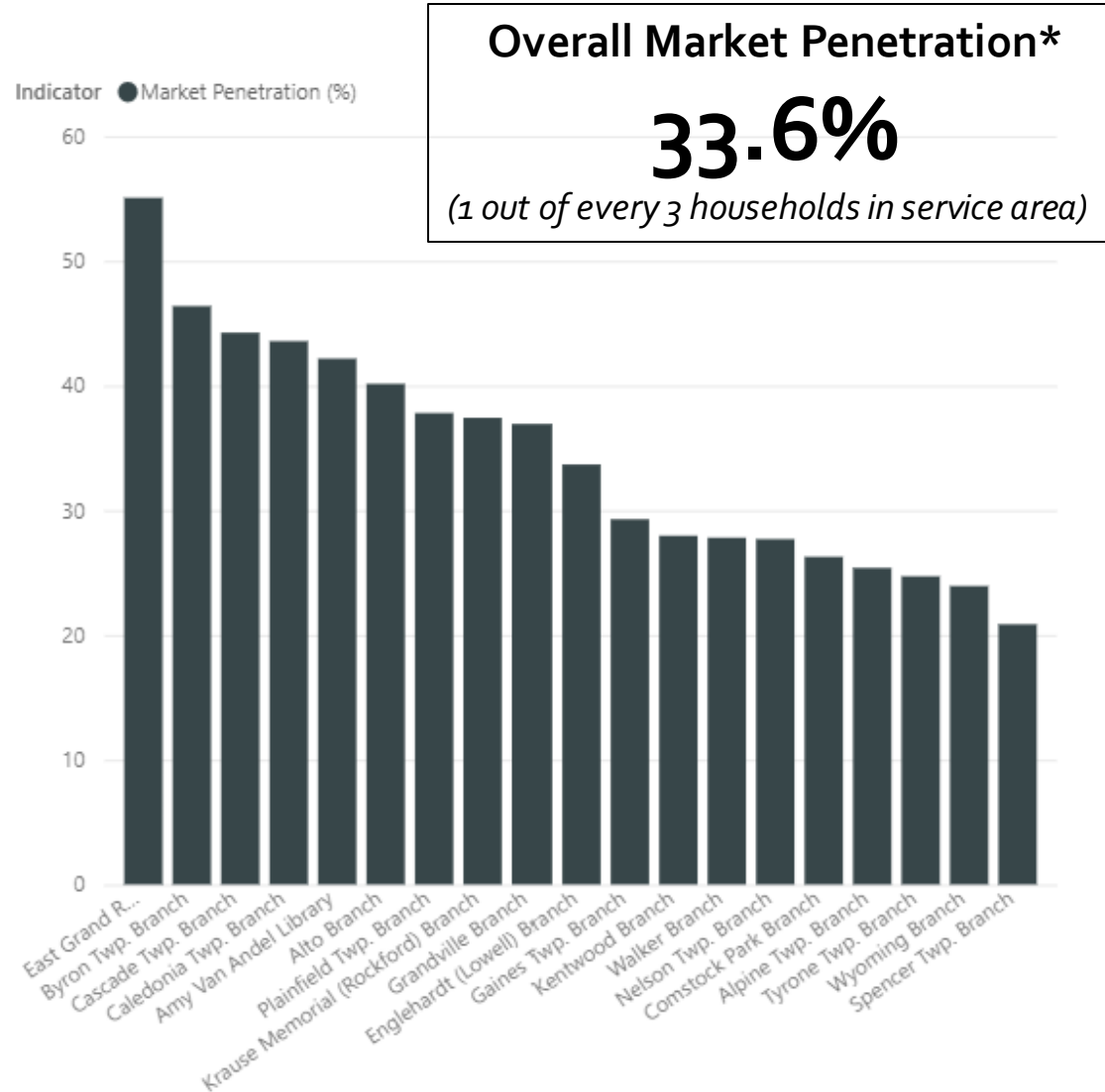
Future Library Focus (Increase)



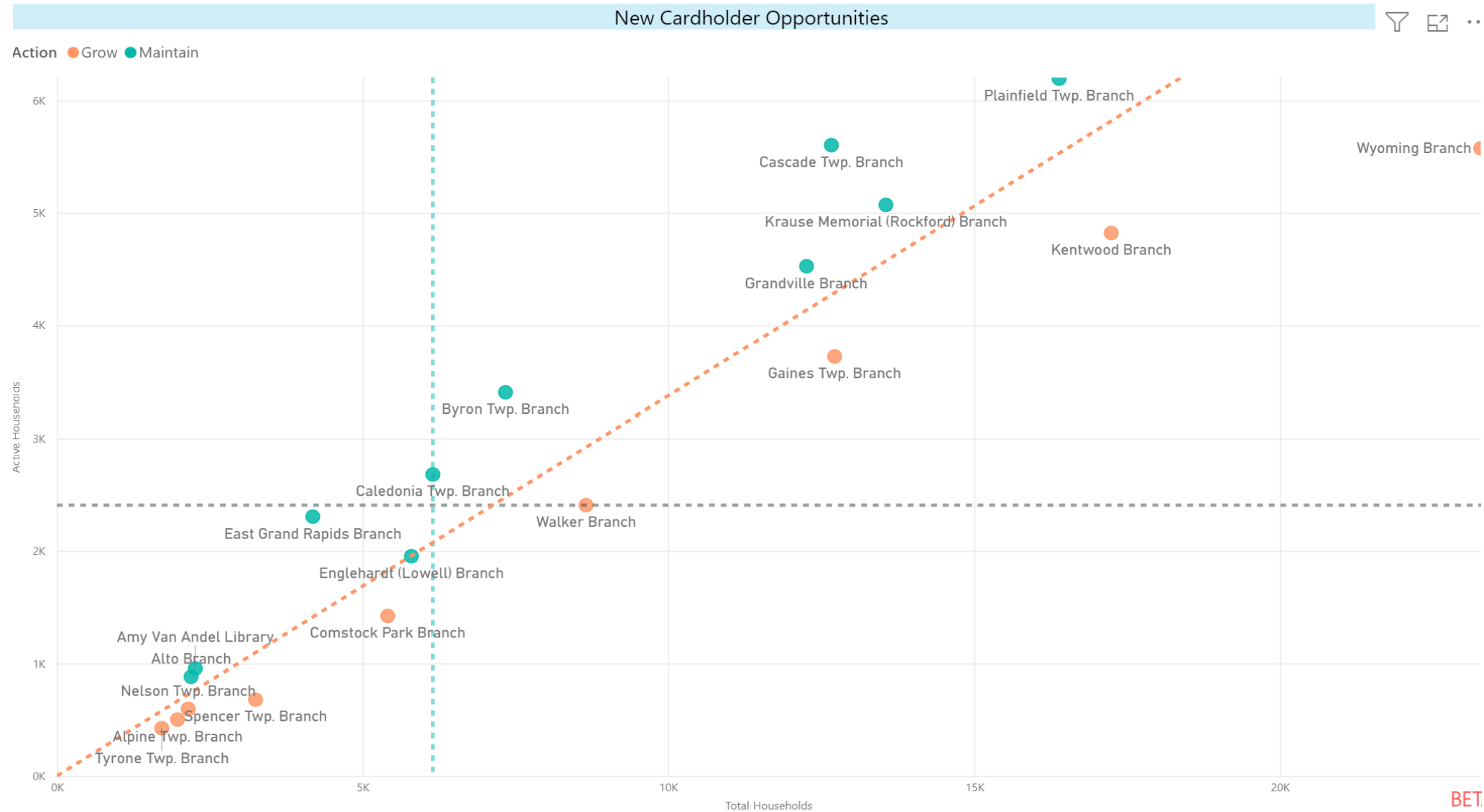
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Demand Analysis

Market Penetration by Branch

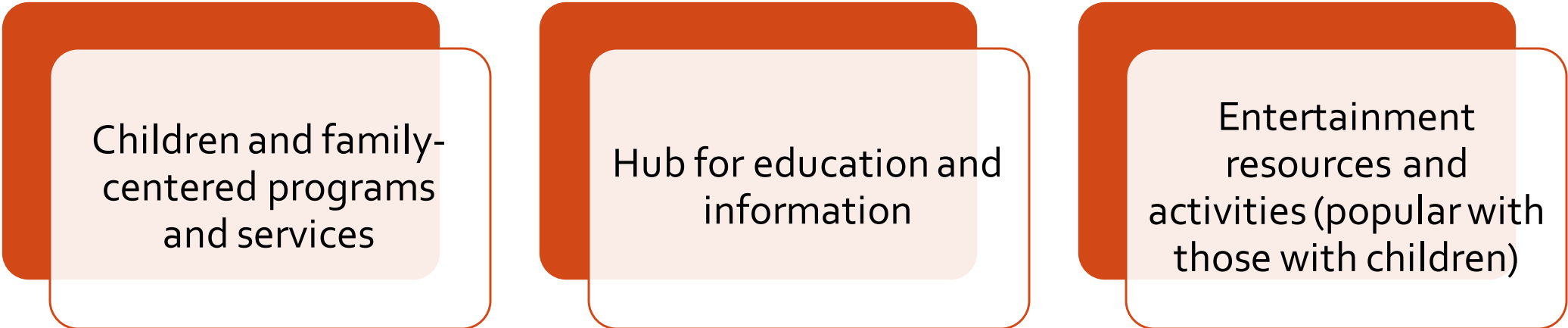


*Market penetration for libraries on Savannah platform in similar population category is 24% for Q1 2021



Key Opportunities to Consider

Library Positioning

The diagram consists of three identical rectangular boxes arranged horizontally. Each box has a dark orange header and a light orange body. The text is centered within each box.

Children and family-centered programs and services

Hub for education and information

Entertainment resources and activities (popular with those with children)

Alignment with Community Issues/Needs

Health/Well-being

Mental Health

Community Service Referral and Resources

Languages

Earning a Living Wage

Library Service Opportunities

Children/Family activities

Lecture series

Promote job seeker services

Promote meeting rooms and private study rooms

Cluster-based service development and targeted e-mail messaging

Geography-based cardholder acquisition strategies

Incorporate weekly Net Promoter Score survey

Kent
District
Library



POLICY MANUAL

Proposal for Edits

Circulation

KDL POLICY 2.7

BEYOND BOOKS COLLECTION

LAST REVISED 2.8.21

To borrow a Beyond Books item, the borrower must:

- be 18 years of age or older
- present a valid picture ID
- be a cardholder in good standing

~~Equipment is available on a first come, first served basis. Items can be renewed up to three times (excluding hotspots, Chromebook Combos and KDL Cruisers).~~

Kent District Library (KDL) reserves the right to refuse service to anyone who damages equipment or exhibits a pattern of returning equipment late, beyond reasonable exception.

By borrowing any Beyond Books items from Kent District Library, the borrower agrees to be bound by the terms as identified below:

- I understand that I am financially responsible for the Beyond Books item(s) and accessories borrowed. ~~Including, but not limited to: iPads, hotpots, Go-Pro Cameras, green screens, KDL Cruisers, Chromebook Combo, Nintendo Switch consoles, Silent Disco headphones, turntables, ukuleles, bird watching backpacks and other accessories~~ and for the safe and timely return of the item(s) and accessories. ~~to a library staff member.~~
- If the item(s) and/or any of its accessories are damaged, lost or stolen, I understand that I am responsible for all applicable charges to replace the item(s) and agree to pay all costs associated with lost or damaged item(s) that were borrowed on my KDL account. By borrowing any Beyond Books item(s), I agree that I have read, understand, and agree to the Conditions of Use listed below.
- I agree to use all Beyond Book item(s) at my own risk and that KDL is not responsible for any damages resulting from my use of Beyond Books item(s).
- I agree to return all Beyond Books item(s) by the time and due date listed on all digital or printed receipts. I understand that item(s) not returned by the billing date may be assumed stolen and the authorities could be contacted. I will be financially responsible for replacement costs of the borrowed item(s). I consent to KDL's release of any information or library records to the authorities or third parties who might assist in the recovery of borrowed Beyond Books item(s) or prosecution for item(s) not returned.

CONDITIONS OF USE

KDL Beyond Books item(s) are for use by authorized borrowers of Kent District Library who have no outstanding library obligations.

With the KDL Go Pro Camera, authorized borrowers must provide their own Micro SD card and remove it before returning the item to the library. KDL is not responsible for lost or stolen Micro SD cards.

Hotspots may only be used in the continental US. In other words, they cannot be used in Alaska, Hawaii, Canada or Mexico.

CIRCULATION, RENEWALS AND RETURNS

~~Except as otherwise provided noted in this policy, KDL Beyond Books item(s) circulate on a three-week loan. The exceptions are as follows Except for the following items:~~

- ~~• KDL Hotspots circulate on a four-month loan with no renewals.~~
- ~~• KDL Cruisers and Chromebook Combos circulate on an overnight loan and are due before close on the next business day.*~~

~~Except as otherwise provided in this policy, authorized borrowers may choose to renew Beyond Book items for up to three times (three-week renewals each) if no additional holds have been placed on the item. Hotspots, Chromebook Combos and KDL Cruisers cannot be renewed.~~

~~Except as otherwise noted below, KDL Cardholders are limited to three Beyond Books item per account. The following items are excluded from this three-item limit in an effort to provide equitable digital and internet access for users:~~

- ~~• Hotspots; users may borrow up to three hotspots in addition to other Beyond Book items.~~
- ~~• Chromebook Combo; users may borrow one Chromebook Combo in addition to other Beyond Book items.~~
- ~~• KDL Cruisers; users may borrow up to six KDL Cruisers in addition to other Beyond Book items.~~

~~*
—~~

OVERDUE HOTSPOTS

At ten days overdue, the KDL Hotspot will be deactivated and the borrower will be charged for the replacement cost.

REPLACEMENT/DAMAGE COSTS

If the Beyond Books item and/or accessories are lost, stolen or damaged, the borrower will be held responsible by KDL for all applicable costs as determined by the Library's cost paid at original time of purchase. More information may be obtained by asking a staff member or by calling KDL at 616-784-2007.

*The Chromebook Combo check out length has changed from overnight to a standard three weeks like other Beyond Book items to allow more accessibility to this item. In order to grant more flexibility to quickly accommodate patron needs and provide exceptional service, circulation durations have been removed from the policy entirely but can still be found at KDL Beyond Books Collection | Kent District Library. The list of Beyond Books items has also been struck, but an active list of this ever-evolving collection can be found at KDL Beyond Books Collection | Kent District Library as well.