

# BOARD OF TRUSTEES PACKET



## JANUARY 2026





## **BOARD OF TRUSTEES**

### **OATH OF OFFICE**

**STATE OF MICHIGAN**  
**COUNTY OF KENT**

I do solemnly swear (or affirm) that I will support the Constitution of the United States and the Constitution of this state, and that I will faithfully discharge the duties of the office Library Board Trustee for the Kent District, Kent County, Michigan, according to the best of my ability.

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_



## BOARD OF TRUSTEES BYLAWS

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*Amended and Restated Effective 01.18.2024*

The undersigned have been constituted as the Board of Trustees of a District Library under Act 24 of Public Acts of 1989 of the State of Michigan, and have adopted the following as their amended and restated bylaws by a proper resolution at a regular meeting held the 24<sup>th</sup> day of October, 2013.

### Article I – Definition of Library District

- 1.1 The corporate name of the District is “Kent District Library”.
- 1.2 Membership of Kent District Library shall consist of 27 governmental units in Kent County as enumerated in Exhibit A.
- 1.3 Fiscal year will correspond to the calendar year.

### Article II – Organization of Kent District Library

Pursuant to the laws of the State of Michigan (Public Act 24 of 1989), the Kent District Library Board of Trustees shall be the governing body of Kent District Library. Its duties shall include:

- 2.1 Establishing and maintaining a public library for the Kent District.
- 2.2 Establishing policies by which the District Library shall be administered.
- 2.3 Employing a Library Director who will be administratively responsible for executing the policies of the Library Board and for directing all phases of the operation of the District Library.
  - 2.3.1 Evaluating annually the job performance of the Library Director.
- 2.4 Securing funding through levied taxes of its district as allowed by law.

- 2.5 Receiving, investing, appropriating, and approving the expenditures of all money that Kent District Library shall be legally entitled to receive.
- 2.6 Authorizing and accepting an annual audit conducted by a Certified Public Accountant.
- 2.7 Participating in the formation and adoption of a strategic plan for the District Library.
- 2.8 Adopting an annual budget for the operation and maintenance of the District Library that supports the goals of the strategic plan.
- 2.9 Entering into contracts which affect the execution of the Library Board's responsibilities.
- 2.10 Purchasing, leasing and/or erecting buildings, quarters, and sites for Administrative purposes only and to have control of all Kent District Library property.
- 2.11 Communicating the needs of Kent District Library to its 27 participating governmental units, to the voters of its district, and to state and national government officials.
- 2.12 Authorizing and presenting an annual report to its 27 participating governmental units and to the Kent County Board of Commissioners in coordination with the Library Director and Library staff.
- 2.13 To perform such other duties as prescribed by law or Public Act 24 of 1989, including the making of reasonable rules and regulations relative to anything necessary for the proper establishment, maintenance, management, and governance of Kent District Library.

### Article III – Membership of the Kent District Library Board of Trustees

The Kent District Library Board of Trustees shall consist of eight members, all of whom shall be appointed by the Kent County Board of Commissioners from recommendations of the eight regions as enumerated in Exhibit A.

- 3.1 Terms of Members – For initial terms of appointment, see Exhibit A. Thereafter, all terms are for a period of four (4) years.
- 3.2 Library Board members shall continue to serve until they either are reappointed or until their replacements are appointed.
- 3.3 Library Board members shall attend all monthly and special Board meetings and/or notify the Director or Chairperson of their absence. In the event that a Board member has three consecutive absences from regular or special Board meetings, the Kent

District Library Board may notify the Kent County Board of Commissioners and corresponding region of the Board member's violation of the bylaws, and a request may be made to withdraw the appointment and appoint another individual.

- 3.4 District Library Board Compensation – The Board may reimburse a Board member for necessary expenses that the member incurs in the performance of official duties. The Board may compensate Board members for attending meetings of the Library Board and shall include the amount of compensation in the annual budget. Compensation shall not exceed \$30.00 per Board member per meeting.

#### Article IV – General Responsibilities of the Kent District Library Board of Trustees

In addition to the responsibilities detailed elsewhere in these bylaws, each Trustee of the Kent District Library Board shall:

- 4.1 Abide by these bylaws and all Library policy including, but not limited to, the Library's conflict of interest statement, code of ethics, and confidentiality requirements.
- 4.2 Understand and support basic library tenets including, but not limited to, the Library Bill of Rights, Freedom to Read/View, Intellectual Freedom, and customer privacy rights.
- 4.3 Assist the Board in carrying out its fiduciary responsibilities including, but not limited to, reviewing and approving the monthly financial reports, the annual budget, and the annual audit report.
- 4.4 Stay informed about Board and Library matters by reviewing all distributed minutes, reports, and documentation.
- 4.5 Maintain an awareness of local, state, and national legal, economic, and societal changes that may impact the Library.
- 4.6 Stay current on developments and trends in the library profession through personal research, involvement in applicable professional associations and, when possible, participation in library conferences, workshops, and educational undertakings.
- 4.7 Regularly visit the branch(es) in his/her region and maintain strong lines of communication with municipal officials and residents in that region to assure that the Library is meeting the needs and interests of its local communities.
- 4.8 Regularly visit the branch(es) in his/her region and maintain appropriate lines of communication with library staff.
- 4.9 Serve as an advocate for the Library helping to build a positive image of the Library through formal and informal communication opportunities with the public, businesses, civic groups, and other organizations.

- 4.10 Actively support the Library's philanthropy efforts and, when possible, make a personal financial contribution to the Library.
- 4.11 Serve on ad hoc committees and advisory boards when possible, and maintain a willingness to undertake special assignments when requested by the Board and/or Chairperson.
- 4.12 Strive to build a strong working relationship with other Trustees by actively participating in Board meetings, retreats, and other professional and social opportunities for interaction and engagement.
- 4.13 Abide by and publicly support all majority decisions reached by the Board of Trustees.
- 4.14 Take and follow the oath of office that requires all Board Members to support the Constitution of the United States and the Michigan Constitution.

## Article V – Officers of the Kent District Library Board of Trustees

Officers of the Kent District Library Board of Trustees shall be the Chairperson, Vice Chairperson, Secretary, and Treasurer.

### 5.1 Duties

#### 5.1.1 The Chairperson shall:

- a. Prepare meeting agendas in coordination with the Library Director and/or the Library Director's assistant;
- b. Preside at all Library Board meetings ensuring adherence to the agenda and that the Library Board moves toward action on the issues;
- c. Ensure that all Library Board members have the opportunity for fair participation in Library Board meetings and that all sides of an issue are fully considered;
- d. Promote teamwork among Library Board members;
- e. Speak, deliberate, vote, or abstain from voting on any matter that comes before the Library Board;
- f. Call special or emergency meetings of the Library Board;
- g. Encourage the Library Board's role in strategic planning;
- h. Appoint all Library Board committees, charge them with a specific purpose, hold them accountable to this purpose, and participate as an ex-officio member as desired;
- i. Sign contracts and other documents as required;
- j. Present the Kent District Library annual report with the Library Director to the Kent County Board of Commissioners;
- k. Communicate the Library Board's needs and concerns with the Library Director, and the Library Director's needs and concerns with the Library Board;

- l. Present the Library Board's annual evaluation of the Library Director's performance to the Library Director;
- m. Negotiate with the Library Director on behalf of the Library Board on all matters concerning the Library Director's salary and benefits;
- n. Represent the Library Board at all official functions and serve as the Library Board's chief spokesperson; and
- o. Perform other duties as prescribed by Michigan law or by action of the Library Board.
- p. Ensure that the Board of Trustees is kept informed of significant developments or changes in the administration of the library, particularly if any issue may require a budget amendment, a new substantial expense, or significant reallocation of funds within a budgeted amount that the Chairperson becomes aware of.

5.1.2 The Vice Chairperson shall:

- a. Work closely with the Chairperson and accept responsibilities as delegated by the Chairperson;
- b. Preside at Library Board meetings in the absence of the Chairperson;
- c. Perform all duties of the Chairperson in the absence of the Chairperson, except to modify or eliminate rules or regulations made by the Chairperson; and
- d. Automatically become Chairperson upon resignation or death of the Chairperson, and work with the Library Board to ensure a smooth transition of leadership.

5.1.3 The Secretary shall:

- a. Maintain a record of all Library Board proceedings including, but not limited to, the drafting and retention of Library Board minutes;
- b. Sign all approved open session Library Board minutes and make all such minutes available for public inspection as required by law;
- c. Draft minutes for all closed sessions of the Library Board and disseminate those minutes to the Library Board for approval;
- d. Sign all approved closed session Library Board minutes, and seal and retain those minutes in accordance with Michigan's Open Meetings Act (Public Act 267 of 1976);
- e. Collect and shred all confidential Library Board materials;
- f. Sign contracts and other documents as required;
- g. Produce certified copies of the Library Board resolution and tax rate request to levy taxes on all taxable property within the Library District on an annual basis, and file these copies with all necessary officials within the Library District pursuant to Michigan Public Act 24 of 1989;
- h. Post public notices of all regular and special meetings of the Library Board in accordance with Michigan's Open Meetings Act;
- i. Call the roll for the Library Board as necessary;

- j. Work with the Chairperson to facilitate the annual performance evaluation of the Library Director;
- k. Preside over Library Board meetings in the absence of the Chairperson and Vice Chairperson;
- l. Be assisted in the above duties, as desired, by members of the Library staff as designated by the Library Director; and
- m. Perform other duties as prescribed by Michigan law or by action of the Library Board.

5.1.4 The Treasurer shall:

- a. Assure the receipt, investment, disbursement, and audit of all funds which the Library Board is legally entitled to receive and expend;
- b. Monitor Kent District Library's budget and request regular financial reports on behalf of the Library Board;
- c. Ensure the development and the Library Board's review of financial policies and procedures for Kent District Library;
- d. Sign contracts and other documents as required in the absence of the Chairperson and Secretary;
- e. Be assisted in the above duties, as desired, by members of the Library staff as designated by the Library Director; and
- f. Perform other duties as prescribed by Michigan law or by action of the Library Board.

5.2 Terms of Office

5.2.1 Officers shall be elected for a one (1) year term annually at the regular December meeting of the Library Board. The officers-elect shall take office on January 1<sup>st</sup> of the new year.

5.2.2 Upon the resignation of an officer or inability to fulfill the duties of an officer, the Library Board shall elect an officer to fill the unexpired term of that Board officer.

Article VI – Ad Hoc Committees and Advisory Boards of the Kent District Library Board of Trustees

6.1 The Library Board Chairperson may serve as ex-officio member of all Library Board committees. The Library Director shall serve as a resource person to all Library Board committees.

6.2 Ad hoc committees of the Library Board may be appointed from time-to-time by the Board Chairperson and shall exist until their specified purposes are completed.

6.2.1 Ad hoc committees of the Board shall consist of no more than three Board members. Except as otherwise provided herein, an ad hoc committee shall convene on the call of its Chairperson. A majority of the members of the

committee present shall constitute a quorum for transaction of business at any meeting of the committee. The vote of a majority of the members of a committee present at a meeting at which a quorum is present shall constitute the action of the committee.

- 6.3 Advisory boards may be established by the Library Board to provide guidance and support for specified purposes.
  - 6.3.1 An advisory board statement of purpose may be approved by the Library Board to govern, without limitation, advisory board membership, responsibilities, meetings, and procedures.
  - 6.3.2 An advisory board may be comprised of Library Board members, Library staff, and/or members of the public residing within the Library District.
  - 6.3.3 Advisory boards may be standing or limited in duration as determined by the Library Board.

## Article VII – Meetings of the Kent District Library Board of Trustees

- 7.1 A regular meeting of the Library Board shall be held monthly. A committee of the whole meeting may also be held as determined by the Library Board.
  - 7.1.1 An agenda and accompanying information for a meeting shall be established by the Library Board Chairperson and the Library Director and shall be sent physically and/or electronically to all Board members at least five days before the meeting. Public notice of regular meetings and committee of the whole meetings shall be given as required by law.
  - 7.1.2 An item may be placed on the meeting agenda, either prior to or during a meeting, by the request of at least two Board members.
  - 7.1.3 Public comments will be limited to 3 minutes per person and 15 minutes per subject at the designated times as noted on the meeting agenda.
- 7.2 Special meetings of the Library Board, including work sessions of the Library Board, may be called by the Chairperson, or by two or more members. Public notice of special meetings of the Library Board shall be given as required by law.
- 7.3 Each Board member must notify the Library Director or Board Chairperson when he/she is unable to attend a meeting.
- 7.4 A Board member, after notifying the Library Director or Board Chairperson of a planned absence, may request in advance to attend the meeting electronically.

Board members who participate in a meeting electronically will be marked present on the Board's attendance chart.

- 7.5 Upon notification that a quorum of Board members will not be present at a meeting, the Chairperson may elect to cancel or reschedule the meeting. Public notice of cancelled or rescheduled meetings shall be given as required by law.

#### Article VIII – Quorum and Resolution Adoption of the Kent District Library Board of Trustees

- 8.1 A quorum for the transaction of Kent District Library business shall consist of five members of the Library Board. A Board member attending a meeting electronically shall not be counted for the quorum.
- 8.2 Adoption of all resolutions and business shall require a simple majority vote of a quorum of five or more members of the Library Board in attendance. A Board member attending a meeting electronically may participate in discussions regarding all items on the agenda, but shall be unable to vote.
- 8.3 If a quorum is not reached, no official Library business can be conducted. The Board members present may still receive information, hold discussions, and hear public comments about any agenda item.

#### Article IX – Parliamentary Authority of the Kent District Library Board of Trustees

- 9.1 The proceedings of the Library Board shall be governed by Michigan's Open Meetings Act (Public Act 267 of 1976). All other situations that arise during the proceedings will be resolved by generally accepted parliamentary procedures assuming such procedures are not inconsistent with these bylaws or Michigan State Statutes.

#### Article X – Amendments of the Bylaws of the Kent District Library Board of Trustees

- 10.1 These bylaws may be amended at any meeting of the Library Board provided that the amendment was distributed at the preceding meeting or sent to each Board member in the informational packet containing the meeting's agenda, and that the amendment was a listed action item in the posted agenda for the meeting.
- 10.2 All amendments to these bylaws must be approved by a simple majority vote of a quorum of five or more members of the Library Board as set forth in these bylaws.

Signatures:

Tracy H Chrenka  
Tracy Chrenka

Peter Dukhuis  
Peter Dukhuis

Andrew Erlewein  
Andrew Erlewein

Sheri Gilreath-Watts  
Sheri Gilreath-Watts

Carla Moyer Hotz  
Carla Moyer Hotz

Nicole Lintemuth  
Nicole Lintemuth

Christina M. Tazelaar  
Christina Tazelaar

Penny Weller  
Penny Weller

1-18-2024  
Date

# Kent County

<b>Region 1</b>	<b>Trustee Initial Term Expires Dec. 31, 1994</b>
Nelson Township Oakfield Township Spencer Township Tyrone Township	
<b>Region 2</b>	<b>Trustee Initial Term Expires Dec. 31, 1995</b>
Algoma Township Cannon Township Courtland Township Grattan Township City of Rockford	
<b>Region 3</b>	<b>Trustee Initial Term Expires Dec. 31, 1996</b>
Alpine Township Plainfield Township City of Walker	
<b>Region 4</b>	<b>Trustee Initial Term Expires Dec. 31, 1997</b>
Bowne Township (except for Thornapple-Kellogg School District) Lowell Township City of Lowell Vergennes Township	
<b>Region 5</b>	<b>Trustee Initial Term Expires Dec. 31, 1994</b>
Ada Township Cascade Township City of East Grand Rapids Grand Rapids Township	
<b>Region 6</b>	<b>Trustee Initial Term Expires Dec. 31, 1995</b>
Caledonia Township (except for Thornapple-Kellogg School District) Gaines Township City of Kentwood	
<b>Region 7</b>	<b>Trustee Initial Term Expires Dec. 31, 1996</b>
Byron Township City of Grandville	
<b>Region 8</b>	<b>Trustee Initial Term Expires Dec. 31, 1997</b>
City of Wyoming	

# DRAFT



## BOARD OF TRUSTEES

### Meeting Agenda

#### LOCATION

Kent District Library Service & Meeting Center, 814 West River Center Drive, Comstock Park, MI

#### DATE & TIME

THURSDAY, JANUARY 15, 2026, at 4:30 PM.

#### 1. CALL TO ORDER

#### 2. PLEDGE OF ALLEGIANCE

#### 3. INTRODUCTION OF THE NEW KDL BOARD MEMBERS

TBA: *Representing Region 5*

#### 4. OATH OF OFFICE & KDL BYLAWS

#### 5. CONSENT AGENDA\*

- A. Approval of Agenda
- B. Approval of Minutes: December 18, 2025

#### 6. FINANCE REPORTS – December 2025\*

#### 7. DIRECTOR'S REPORT – December 2025

#### 8. NEW BUSINESS

- A. Conflict of Interest Statements and Board Code of Ethics
- B. 4<sup>th</sup> Quarter Strategic Plan+ KPI Review & Annual KPI Review
- C. Executive Director's Evaluation\*

#### 9. LIAISON REPRESENTATIVE COMMENTS

#### 10. PUBLIC COMMENTS\*\*

#### 11. BOARD MEMBER COMMENTS

#### 12. MEETING DATES

Next Regular Meeting: THURSDAY, FEBRUARY 19, 2026 – 4:30 PM

KDL Service & Meeting Center, 814 West River Center Drive, Comstock Park, MI 49321

#### 13. 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."

## DRAFT



# BOARD OF TRUSTEES

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## Meeting Minutes

### LOCATION

Kent District Library Service Center, 814 West River Center Drive NE, Comstock Park, MI 49321

### DATE + TIME

Thursday, December 18, 2025, at 4:30 PM.

**BOARD PRESENT:** Tracy Chrenka, Peter Dykhuis, Andrew Erlewein, Sheri Gilreath-Watts, Amanda Schrauben, Christina Tazelaar, and Norma VerHeulen

**BOARD ABSENT:** Carla Moyer Hotz

**STAFF PRESENT:** Jaci Cooper, Jennifer DeVault, Sheri Glon, Randy Goble, Kim Lindsay, Brian Mortimore, Elvia Myers, Karen Small, Kurt Stevens, Hennie Vaandrager and Lance Werner

**GUESTS PRESENT:** None

### 1. CALL TO ORDER

Chair Dykhuis called the meeting to order at 4:30 PM.

### 2. PLEDGE OF ALLEGIANCE

### 3. CONSENT AGENDA\*

A. Approval of Agenda

a. Section 7 of the agenda was revised to include item 7a: Vote to recommend citizen trustees for the KDL Pension Board.

B. Approval of Minutes: November 20, 2025

C. Request: Closure for the Kelloggsville Branch on Wednesday, December 31, 2025, due to reduced operating hours for the day.

D. Request: Late Closure on Friday, January 9, 2026, for a special library program at the Kentwood Branch.

**Motion:** Chrenka moved the consent agenda as revised.

**Support:** Supported by Gilreath-Watts.

**RESULT:** Motion carried.

### 4. FINANCE REPORTS – November 2025\*

## **DRAFT**

**Acting Director of Finance Lindsay provided a brief overview of the year-to-date financials:**

- **Cash and Investments:** At the end of November, the organization's cash and investment position stood at just over \$17 million, compared to \$13.8 million the previous year. This year-over-year increase is attributed to the timing of payroll and check runs, as well as overall positive budget-to-actual performance.
- **Revenues:** Revenues to date total \$31.6 million, representing 101% of the amended budget. This positive variance is primarily due to an additional large contribution from the estate supporting Kentwood, received after the budget amendment, and unexpected Erate reimbursements collected before fiscal year-end.
- **Expenditures:** Expenditures to date amount to \$25.3 million, or 81% of the amended budget. December will include three full payrolls and a partial fourth payroll for wages earned in November and December, paid or accrued as of December 31, which will consume much of the remaining budget. Budgeted digital and physical collection purchases will be fully expended before year-end, and the staff's laptop refresh is underway with all equipment onsite. IT is preparing the machines for deployment, and related capital outlay expenses will also hit the December financials, utilizing most of that budget area. After reviewing the remaining budget, management does not anticipate the need for another budget amendment at the December Board meeting. Accruals for goods and services received before year-end but billed afterward will occur in January and February, impacting final budget-to-actual results. It is expected that the fund balance added for 2025 will exceed the amount shown in the amended budget, reflecting the organization's conservative budgeting approach to avoid unexpected negative outcomes.
- **Disbursements Over \$50,000 in October:**
  - Consociate – \$147,179.25 (net of a stop-loss reimbursement of \$142,336.85) for employee health benefits
  - Ingram – \$142,221.39 for collection materials
  - IP Consulting – \$52,786.96 for monthly Colocation services

Additionally, renewal pricing for non-employee benefit-related insurance for 2026 came in approximately \$10,000 lower than 2025 premiums. The partnership with Gibson has saved the organization over \$50,000 in the past two years while increasing coverage in areas of exposure.

**Motion: Erlewein moved to receive and file the November 2025 finance reports as presented.**

**Support: Supported by Tazelaar.**

**RESULT: Motion carried.**

### **5. DIRECTOR'S REPORT – November 2025**

Executive Director Werner highlighted the following items:

- **Advocacy & Leadership:** Presented to the Michigan Education Association on censorship and joined a panel with Attorney General Dana Nessel to discuss statewide legal issues for the Michigan Library Association, emphasizing libraries' role in protecting access to information.

## **DRAFT**

- Community Engagement: Attended the Volunteer Appreciation Luncheon organized by Deb Shultz, celebrating dedicated volunteers.
- Collaboration & Partnerships: Hosted Dayton Metro Library for an exchange of ideas and met with the Grand Rapids Children's Museum to explore partnership opportunities. Working with Family Promise and AYA Youth collective in the coming years.
- Operational Support: Assisted Collection Services with delivery during their in-service, gaining insight into logistics and patron service.

The Board asked questions and staff responded.

### **6. OLD BUSINESS**

A. Policy Manual: Section 5 – Budget and Finance\*

**Motion:** Erlewein moved to approve Policy Manual: Section 5 – Budget and Finance as presented.

**Support:** Supported by Gilreath-Watts.

**RESULT:** Motion carried.

B. Policy Manual: Section 6 – Personnel \*

**Motion:** VerHeulen moved to approve Policy Manual: Section 6 – Personnel as presented.

**Support:** Supported by Schrauben.

**RESULT:** Motion carried.

C. Pension Amendment\*

**Motion:** Erlewein moved to approve Pension Amendment as presented.

**Support:** Supported by Tazelaar.

**RESULT:** Motion carried.

### **7. NEW BUISNESS**

A. KDL Pension Board Citizen Trustee Assignment\*

**Motion:** VerHeulen moved to approve Penny Weller as the new member of the KDL Pension Board Citizen Trustee.

**Support:** Supported by Tazelaar.

**RESULT:** Motion carried.

### **8. LIAISON REPRESENTATIVE COMMENTS – None.**

### **9. PUBLIC COMMENTS\*\* –**

### **10. BOARD MEMBER COMMENTS**

**Chrenka** – No comment

## **DRAFT**

**Dykhuis** – Dykhuis expressed his gratitude to KDL staff and Leadership Team.

**Erlewein** – Erlewein appreciated the opportunity to serve on the board and is excited to continue contributing next year.

**Gilreath-Watts** – Gilreath-Watts expressed her congratulations during the graphic novel contest award ceremony and was thrilled to see one of her students in attendance.

**Schrauben** – Schrauben stated she had a great first year as a board member at KDL

**Tazelaar** – Tazelaar values and appreciates the dedication and hard work that happens every day at KDL.

**VerHeulen** – VerHeulen deeply values and supports KDL's mission.

### **11. MEETING DATES**

Regular Meeting: Thursday, January 15, 2026 – Kent District Library Service Center at 4:30 PM.

### **12. CLOSED SESSION**

**Motion:** Schrauben moved to meet in a closed session pursuant to section 8(a) of the Open Meetings Act at 6:14PM.

**Support:** Supported by Tazelaar.

Chrenka – Yes	Dykhuis – Yes	Erlewein – Yes	Gilreath-Watts – Yes
Moyer Hotz – N/A	Schrauben – Yes	Tazelaar – Yes	VerHeulen – Yes

**RESULT:** Motion Carried 7-0.

**Motion:** Tazelaar moved to adjourn the closed session and resumed the Regular Board Meeting at 7:29 PM.

**Support:** Supported by Erlwein.

**RESULT:** Motion carried.

### **13. ADJOURNMENT**

**Motion:** VerHeulen moved for adjournment at 7:30 PM.

**Support:** Supported by Gilreath-Watts.

**RESULT:** Motion carried.

### **ADMINISTRATIVE APPROVAL FOR DISTRIBUTION**

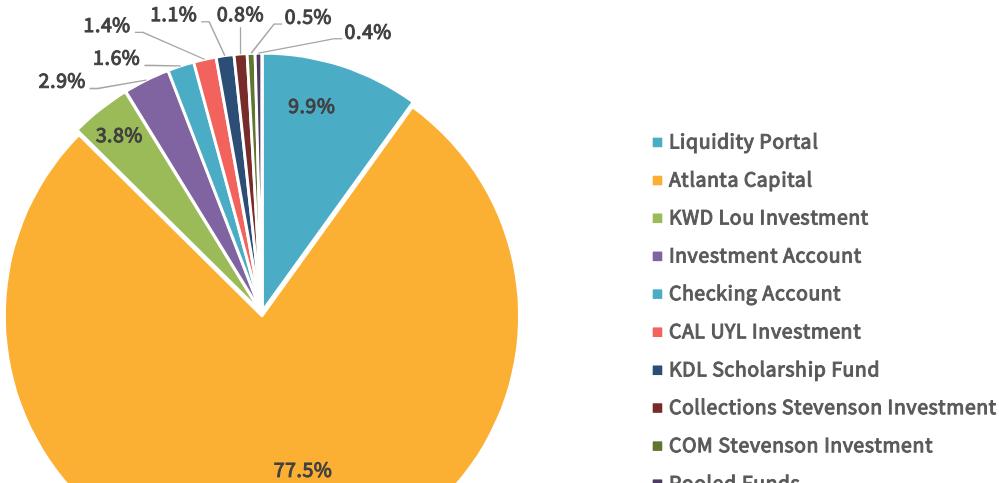


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Lance Werner, KDL Executive Director

## Monthly Cash Position Per Bank

### Month Ended December 2025



Cash Position with Prior Year Comparison			
Account	Current Interest Rate	Current Amount	Prior Year Amount
Huntington Liquidity Portal	3.690%	\$1,525,540.22	\$14,350.51
Atlanta Capital Investments	3.000%	\$11,882,949.00	\$11,245,029.00
KWD Sherri Lou Investment	3.690%	\$599,414.14	\$228,208.05
Huntington Investment Account	1.676%	\$446,894.32	\$463,199.07
Huntington Checking Account	0.500%	\$251,046.87	\$608,924.24
Caledonia UYL Investment	4.650%	\$222,202.27	\$213,254.49
KDL Community Scholarship Fund	3.700%	\$179,475.91	\$181,906.96
Collections Stevenson Investment	3.700%	\$127,757.40	\$
COM Stevenson Investment	3.690%	\$78,939.11	\$
*Kent County Pooled Funds	0.500%	\$61,964.89	\$60,269.91
		<b>\$15,376,184.13</b>	<b>\$13,015,142.23</b>

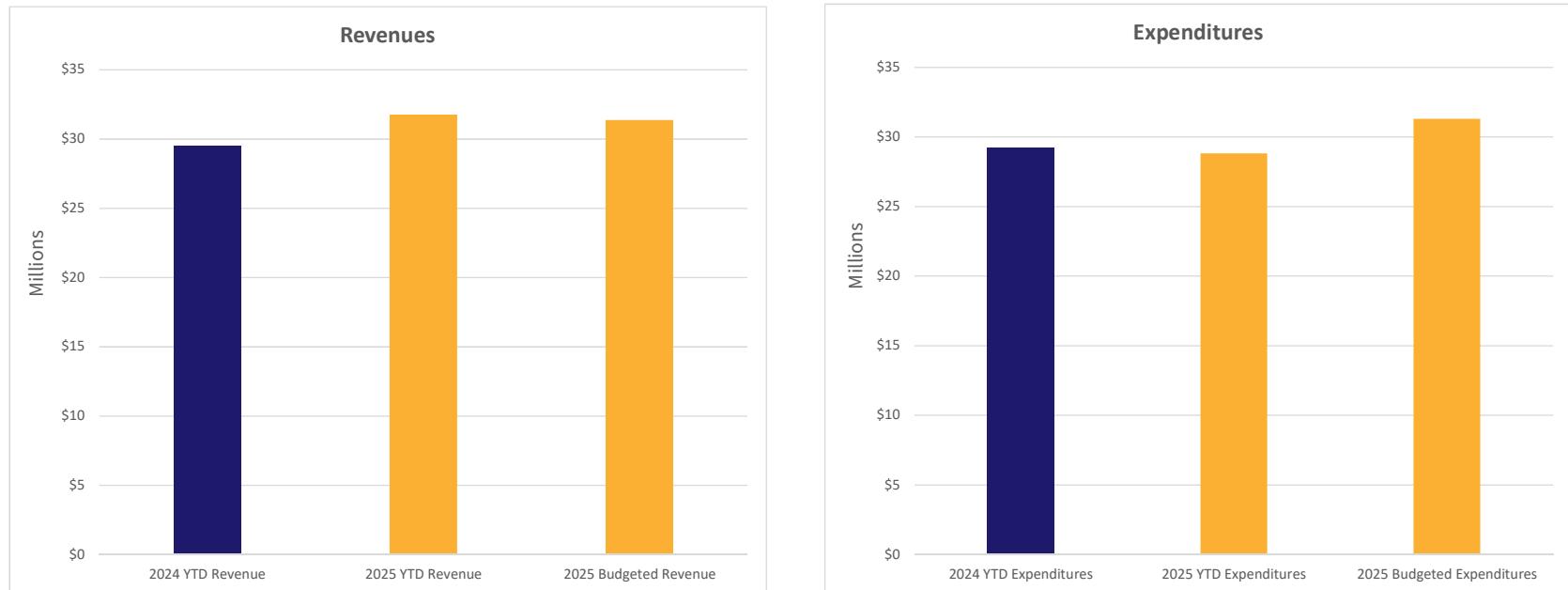
\* Includes Trust Pooled fund balances

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



## Monthly Cash Position Per Bank

### Month Ended December 2025



Budget to Actual with Prior Year Comparison			
	YTD Actual	Budget	Percent of Budget
2024 Revenues	\$ 29,502,595	\$ 29,398,970	100.4%
2025 Revenues	\$ 31,766,201	\$ 31,374,868	101.2%
2024 Expenditures	\$ 29,221,344	\$ 30,507,233	95.8%
2025 Expenditures	\$ 28,821,155	\$ 31,291,552	92.1%

Kent District Library  
 Statement of Revenues and Expenditures  
 101 - General Fund  
 From 12/1/2025 Through 12/31/2025  
 (In Whole Numbers)

	2025 YTD Actual	2025 Amended Budget	Budget to Actual Variance	Percent Remaining
<b>Revenues</b>				
Property Taxes	27,720,461	27,765,820	(45,359)	(0)%
Penal Fines	692,532	692,532	0	0 %
Charges for Services	48,228	35,000	13,228	38 %
Interest Income	1,092,085	1,000,000	92,085	9 %
Public Donations	739,094	500,000	239,094	48 %
Other Revenue	404,587	322,865	81,722	25 %
State Sources	1,069,213	1,058,651	10,562	2 %
<b>Total Revenues</b>	<b>31,766,201</b>	<b>31,374,868</b>	<b>391,333</b>	<b>1 %</b>
<b>Expenditures</b>				
Salaries and Wages	14,192,703	14,543,794	351,091	2 %
Employee Benefits	3,830,416	4,390,235	559,820	13 %
Collections - Digital	3,144,012	3,178,195	34,183	1 %
Collections - Physical	1,715,524	1,820,840	105,316	6 %
Supplies	561,502	744,142	182,640	25 %
Contractual and Professional Services	1,732,593	2,153,941	421,348	20 %
Programming and Outreach	435,315	518,810	83,495	16 %
Maintenance and Utilities	2,107,507	2,421,768	314,261	13 %
Staff Development	190,221	314,100	123,879	39 %
Board Development	15,170	18,625	3,455	19 %
Other Expenditures	423,319	480,982	57,663	12 %
Capital Outlay	472,874	706,120	233,246	33 %
<b>Total Expenditures</b>	<b>28,821,155</b>	<b>31,291,552</b>	<b>2,470,397</b>	<b>8 %</b>
<b>Excess Revenue Over (Under) Expenditures</b>	<b>2,945,046</b>	<b>83,316</b>	<b>2,861,730</b>	<b>3,435 %</b>

Kent District Library  
 Statement of Revenues and Expenditures  
 157 - Scholarship Fund  
 From 12/1/2025 Through 12/31/2025  
 (In Whole Numbers)

	2025 YTD Actual	2025 Amended Budget	Budget to Actual Variance	Percent Remaining
<b>Revenues</b>				
Interest Income	7,569	6,400	1,169	18 %
Public Donations	2,608	1,500	1,108	74 %
<b>Total Revenues</b>	<b>10,177</b>	<b>7,900</b>	<b>2,277</b>	<b>29 %</b>
<b>Expenditures</b>				
Scholarships	10,000	10,000	0	0 %
<b>Total Expenditures</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0 %</b>
<b>Excess Revenue Over (Under) Expenditures</b>	<b>177</b>	<b>(2,100)</b>	<b>2,277</b>	<b>(108)%</b>

**Kent District Library**  
 Statement of Revenues and Expenditures  
 101 - General Fund  
 From 12/1/2025 Through 12/31/2025  
 (In Whole Numbers)

	YTD Ending Dec 2025	YTD Ending Dec 2024	Total Variance
<b>Revenues</b>			
Property Taxes	27,720,461	25,569,883	2,150,578
Penal Fines	692,532	692,190	343
Charges for Services	48,228	39,797	8,431
Interest Income	1,092,085	999,191	92,894
Public Donations	739,094	654,232	84,862
Other Revenue	404,587	563,572	(158,985)
State Sources	1,069,213	1,029,095	40,119
<b>Total Revenues</b>	<b>31,766,201</b>	<b>29,547,961</b>	<b>2,218,240</b>
<b>Expenditures</b>			
Salaries and Wages	14,192,703	13,943,909	248,794
Employee Benefits	3,830,416	3,918,840	(88,424)
Collections - Digital	3,144,012	2,947,507	196,505
Collections - Physical	1,715,524	1,952,405	(236,882)
Supplies	561,502	623,228	(61,726)
Contractual and Professional Services	1,732,593	2,172,264	(439,671)
Programming and Outreach	435,315	415,405	19,910
Maintenance and Utilities	2,107,507	2,069,658	37,849
Staff Development	190,221	191,447	(1,227)
Board Development	15,170	13,965	1,206
Other Expenditures	423,319	468,369	(45,050)
Capital Outlay	472,874	881,674	(408,800)
<b>Total Expenditures</b>	<b>28,821,155</b>	<b>29,598,672</b>	<b>(777,517)</b>
<b>Excess Revenue Over (Under) Expenditures</b>	<b>2,945,046</b>	<b>(50,712)</b>	<b>2,995,757</b>

**Kent District Library**  
**Statement of Revenues and Expenditures**  
**157 - Scholarship Fund**  
**From 12/1/2025 Through 12/31/2025**  
(In Whole Numbers)

	YTD Ending Dec 2025	YTD Ending Dec 2024	Total Variance
<b>Revenues</b>			
Interest Income	7,569	5,633	1,936
Public Donations	2,608	179,149	(176,541)
<b>Total Revenues</b>	<b>10,177</b>	<b>184,783</b>	<b>(174,605)</b>
<b>Expenditures</b>			
Scholarships	10,000	0	10,000
<b>Total Expenditures</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
<b>Excess Revenue Over (Under) Expenditures</b>	<b>177</b>	<b>184,783</b>	<b>(184,605)</b>

**Kent District Library**  
 Statement of Revenues and Expenditures  
 101 - General Fund  
 From 12/1/2025 Through 12/31/2025  
 (In Whole Numbers)

		Current Month	2025 YTD	2025 Amended Budget	Budget to Actual Variance	Percent Remaining
<b>Revenues</b>						
Property Taxes						
4402	Current property taxes	998	27,518,631	27,542,184	(23,553)	(0)%
4412	Delinquent personal property taxes	68	6,844	5,000	1,844	37 %
4432	DNR - PILT	0	16,411	40,000	(23,589)	(59)%
4437	Industrial facilities taxes	0	178,575	178,636	(61)	(0)%
	Total Property Taxes	1,066	27,720,461	27,765,820	(45,359)	(0)%
Penal Fines						
4581	Penal fines	0	692,532	692,532	0	0 %
	Total Penal Fines	0	692,532	692,532	0	0 %
Charges for Services						
4660	Other Patron Fees	336	2,092	0	2,092	0 %
4685	Materials replacement charges	3,529	46,136	35,000	11,136	32 %
	Total Charges for Services	3,865	48,228	35,000	13,228	38 %
Interest Income						
4662	Interest Earned on Uyl Investment	694	8,948	0	8,948	0 %
4663	Interest Earned on Investment	2,534	19,759	0	19,759	0 %
4664	Interest Earned on Restricted Investments	0	1,363	0	1,363	0 %
4665	Interest earned on deposits and investments	48,782	1,059,684	1,000,000	59,684	6 %
4666	Interest Earned - Property Taxes	94	2,331	0	2,331	0 %
	Total Interest Income	52,103	1,092,085	1,000,000	92,085	9 %
Public Donations						
4673	Restricted donations	42,863	708,159	500,000	208,159	42 %
4674	Unrestricted donations	10,473	30,935	0	30,935	0 %
	Total Public Donations	53,336	739,094	500,000	239,094	48 %
Other Revenue						
4502	Universal Service Fund - eRate	0	352,322	280,215	72,107	26 %
4651	Admission/Entry fees	1,838	2,596	0	2,596	0 %
4668	Royalties	94	3,241	6,000	(2,759)	(46)%
4686	Sale of Equipment	(35)	4,146	0	4,146	0 %
4688	Miscellaneous	0	36,824	36,650	174	0 %
4695	Health Insurance Plan Experience Rebate	0	5,458	0	5,458	0 %
	Total Other Revenue	1,897	404,587	322,865	81,722	25 %
State Sources						
4540	State Aid	0	477,153	477,226	(73)	(0)%
4541	State aid - LBPH/TBBC	0	41,072	41,073	(1)	(0)%
4548	Renaissance Zone reimbursement	0	72,429	72,430	(1)	(0)%
4549	Personal Property tax reimbursement	0	429,134	425,000	4,134	1 %
4569	State Grants - Other	4,204	49,426	42,922	6,504	15 %
	Total State Sources	4,204	1,069,213	1,058,651	10,562	2 %
	Total Revenues	116,472	31,766,201	31,374,868	391,333	1 %
Expenditures						
Salaries and Wages						
5700	Board Stipend	90	2,580	3,900	1,320	34 %
5706	Extra duty stipends	1,200	5,250	0	(5,250)	0 %
5713	Salary & Wages	1,857,968	14,184,873	14,539,894	355,021	2 %

**Kent District Library**  
 Statement of Revenues and Expenditures  
 101 - General Fund  
 From 12/1/2025 Through 12/31/2025  
 (In Whole Numbers)

		Current Month	2025 YTD	2025 Amended Budget	Budget to Actual Variance	Percent Remaining
	Total Salaries and Wages	<u>1,859,258</u>	<u>14,192,703</u>	<u>14,543,794</u>	<u>351,091</u>	<u>2 %</u>
	Employee Benefits					
5709	FICA	136,594	1,046,128	1,112,303	66,175	6 %
5717	Defined Contribution Pension Plan Contributions	90,491	705,312	646,414	(58,898)	(9)%
5718	Employee Health Benefits	167,476	1,652,114	2,198,718	546,604	25 %
5720	HSA/Flex	0	339,067	342,000	2,933	1 %
5730	Other Employee Benefits	15,488	86,070	90,800	4,730	5 %
5842	Unemployment Claims	0	1,725	0	(1,725)	0 %
	Total Employee Benefits	410,050	3,830,416	4,390,235	559,820	13 %
	Collections - Digital					
5785	Cloud Library/OverDrive	340,127	2,103,500	2,103,500	0	0 %
5786	Hoopla	133,910	755,000	755,000	0	0 %
5787	Digital Collection	3,025	82,186	82,157	(29)	(0)%
5788	Miscellaneous Electronic Access	677	203,326	237,538	34,212	14 %
	Total Collections - Digital	477,739	3,144,012	3,178,195	34,183	1 %
	Collections - Physical					
5791	Subscriptions	0	69,415	69,040	(375)	(1)%
5871	Branch Local Materials - Restricted Donation Expenditures	323	4,313	3,000	(1,313)	(44)%
5982	Collection Materials - Depreciable	159,840	1,322,021	1,434,500	112,479	8 %
5983	CD/DVD Collection Materials - Non-Depreciable	28,206	310,173	297,300	(12,873)	(4)%
5984	Beyond Books Collection - Non-Depreciable	1,142	9,602	17,000	7,398	44 %
	Total Collections - Physical	189,511	1,715,524	1,820,840	105,316	6 %
	Supplies					
5750	Collection Processing & AV Supplies	9,010	88,010	108,000	19,990	19 %
5751	Supplies	7,144	109,164	149,785	40,621	27 %
5760	Technology & Accessories <\$1000	696	20,975	59,115	38,140	65 %
5764	KDL Staff Event, Supplies & Awards	90	70,899	78,400	7,501	10 %
5768	Promotions Supplies	0	24,190	31,860	7,670	24 %
5770	Other Awards/Prizes	2,420	130,357	192,425	62,068	32 %
5790	Books (not for circulation)	7,985	20,372	20,500	128	1 %
5799	Miscellaneous Supplies	0	(2)	0	2	0 %
5851	Mail/Postage	936	7,494	7,057	(437)	(6)%
5900	Copier/Printer Usage Charges	23,310	90,044	97,000	6,956	7 %
	Total Supplies	51,590	561,502	744,142	182,640	25 %
	Contractual and Professional Services					
5792	Software	7,259	392,502	618,113	225,611	37 %
5801	Professional & Other Contracted Services	(17,458)	448,507	505,475	56,968	11 %
5813	Delivery Services	19,194	158,065	165,556	7,491	5 %
5814	Security Services	2,020	21,717	33,000	11,283	34 %
5817	Lakeland Library Co-op services	0	6,947	6,830	(117)	(2)%
5827	Catering	1,257	9,436	20,450	11,014	54 %
5873	Website	7	241,416	243,550	2,134	1 %
5875	Advertising	3,190	59,296	94,500	35,204	37 %
5890	ILS Fees	0	167,963	168,075	112	0 %

**Kent District Library**  
 Statement of Revenues and Expenditures  
 101 - General Fund  
 From 12/1/2025 Through 12/31/2025  
 (In Whole Numbers)

		Current Month	2025 YTD	2025 Amended Budget	Budget to Actual Variance	Percent Remaining
5891	Licenses and Fees	13,504	146,932	186,892	39,960	21 %
5901	Outsourced Printing & Publishing	6,915	79,813	111,500	31,687	28 %
	Total Contractual and Professional Services	35,889	1,732,593	2,153,941	421,348	20 %
	Programming and Outreach					
5795	Programming & Outreach Supplies	12,698	133,577	179,400	45,823	26 %
5885	Speakers/Performers	34,638	275,304	301,400	26,096	9 %
5906	Community Outreach	288	26,434	38,010	11,576	30 %
	Total Programming and Outreach	47,624	435,315	518,810	83,495	16 %
	Maintenance and Utilities					
5810	IT COLO Infrastructure Services	0	478,690	560,000	81,310	15 %
5822	Maintenance Contracts	0	39,528	37,035	(2,493)	(7)%
5848	Mobile Hotspots	48,156	320,476	346,689	26,213	8 %
5849	Cell Phones/ Stipends	2,815	17,693	18,125	432	2 %
5850	Telephones	1,416	57,825	91,100	33,275	37 %
5852	Internet/Telecomm Services	15,757	193,603	218,460	24,857	11 %
5919	Waste Disposal	561	7,170	8,200	1,030	13 %
5920	Utilities	5,028	61,200	71,000	9,800	14 %
5925	Lawncare & Snowplowing	8,017	26,140	43,000	16,860	39 %
5928	Branch Maintenance Fees	0	566,102	566,102	0	0 %
5930	Repairs & Maintenance	1,215	83,660	109,620	25,960	24 %
5933	Software & IT Hardware Maintenance Agreements	0	98,653	163,085	64,432	40 %
5940	Rentals & Leases	1,481	156,767	189,352	32,585	17 %
	Total Maintenance and Utilities	84,445	2,107,507	2,421,768	314,261	13 %
	Staff Development					
5910	Staff Development & Conferences	24,847	190,221	314,100	123,879	39 %
	Total Staff Development	24,847	190,221	314,100	123,879	39 %
	Board Development					
5908	Board Development	0	15,170	18,625	3,455	19 %
	Total Board Development	0	15,170	18,625	3,455	19 %
	Other Expenditures					
5759	Gas, Oil, Grease	454	4,922	7,660	2,738	36 %
5860	Parking	323	3,582	2,435	(1,147)	(47)%
5861	Mileage Reimbursement	4,912	53,992	56,550	2,558	5 %
5870	Branch Local Misc - Restricted					
	Donation Expenditures					
	8,682	212,099	203,850	(8,249)	(4)%	
5912	Meetings	(115)	(115)	0	115	0 %
5915	Memberships, Dues & Fees	0	(50)	0	50	0 %
5935	Insurance	0	95,230	120,825	25,595	21 %
5939	Workers Compensation Insurance	0	16,562	16,562	0	0 %
5955	Miscellaneous	3,095	6,374	30,000	23,626	79 %
5959	Sales Taxes	9	(86)	100	186	186 %
5964	Property Tax Reimbursement	50	28,381	40,000	11,619	29 %
5965	MEL Return Items	232	2,427	3,000	573	19 %
	Total Other Expenditures	17,641	423,319	480,982	57,663	12 %
	Capital Outlay					
5977	Technology - Non-Depreciable (\$1000-4999)	294,396	379,802	610,300	230,498	38 %

**Kent District Library**  
 Statement of Revenues and Expenditures  
 101 - General Fund  
 From 12/1/2025 Through 12/31/2025  
 (In Whole Numbers)

		Current Month	2025 YTD	2025 Amended Budget	Budget to Actual Variance	Percent Remaining
5978	Technology - Depreciable (5,000+)	0	38,364	31,625	(6,739)	(21)%
5979	Equipment/Furniture - Non-Depreciable (\$0-4999)	0	20,514	30,000	9,486	32 %
5980	Equipment/Furniture - Depreciable (\$5000+)	0	34,195	34,195	0	0 %
	Total Capital Outlay	<u>294,396</u>	<u>472,874</u>	<u>706,120</u>	<u>233,246</u>	<u>33 %</u>
	Total Expenditures	<u>3,492,991</u>	<u>28,821,155</u>	<u>31,291,552</u>	<u>2,470,397</u>	<u>8 %</u>
	Excess Revenue Over (Under) Expenditures	<u>(3,376,520)</u>	<u>2,945,046</u>	<u>83,316</u>	<u>2,861,730</u>	<u>3,435 %</u>

**Kent District Library**  
 Statement of Revenues and Expenditures  
 157 - Scholarship Fund  
 From 12/1/2025 Through 12/31/2025  
 (In Whole Numbers)

		Current Month	2025 YTD	2025 Amended Budget	Budget to Actual Variance	Percent Remaining
<b>Revenues</b>						
<b>Interest Income</b>						
4663	Interest Earned on Investment	568	7,569	6,400	1,169	18 %
	Total Interest Income	568	7,569	6,400	1,169	18 %
<b>Public Donations</b>						
4673	Restricted donations	1,100	2,608	1,500	1,108	74 %
	Total Public Donations	1,100	2,608	1,500	1,108	74 %
	Total Revenues	1,668	10,177	7,900	2,277	29 %
<b>Expenditures</b>						
<b>Scholarships</b>						
5895	Scholarship Awards	0	10,000	10,000	0	0 %
	Total Scholarships	0	10,000	10,000	0	0 %
	Total Expenditures	0	10,000	10,000	0	0 %
	Excess Revenue Over (Under) Expenditures	1,668	177	(2,100)	2,277	(108)%

Kent District Library  
 Check/Voucher Register - Check Register - Board Report  
 From 12/1/2025 Through 12/31/2025

Check Number	Vendor Name	Check Amount	Check Date
2025-1538	Overdrive, Inc	340,127.40	12/15/2025
2025-1475	CDW Government, Inc.	287,168.00	12/15/2025
2025-1536	Midwest Tape LLC	143,534.94	12/15/2025
2025-1483	Ebsco Information Services	104,364.97	12/15/2025
AP-CS12-2-25	Consociate, Inc. dba Consociate Health	82,516.69	12/8/2025
2025-1526	Ingram Library Services Llc	78,949.16	12/15/2025
AP-CH121625	Consociate, Inc. dba Consociate Health	29,417.09	12/29/2025
2025-1479	Consociate, Inc. dba Consociate Health	28,624.34	12/15/2025
AP-6130631912	Verizon Wireless - MiFy Routers & Cell phones	24,399.60	12/31/2025
AP-6128121159	Verizon Wireless - MiFy Routers & Cell phones	23,702.61	12/1/2025
2025-1447	Ingram Library Services Llc	21,977.59	12/1/2025
AP-CH121825	Consociate, Inc. dba Consociate Health	21,888.51	12/29/2025
2025-1430	CDW Government, Inc.	20,932.48	12/1/2025
AP-CH120925	Consociate, Inc. dba Consociate Health	17,401.31	12/15/2025
2025-1481	Rooftop Reindeer LLC	15,700.00	12/15/2025
2025-1545	Same Day Delivery, Inc	14,395.50	12/15/2025
2025-1485	Everstream Holding LLC- Michigan	13,515.00	12/15/2025
2025-1543	Rehmann Robson LLC	13,400.00	12/15/2025
2025-1530	Michigan Office Solutions (MOS)	12,582.18	12/15/2025
2025-1456	RNL Graphics Solutions, LLC	11,254.70	12/1/2025
2025-1467	Continental American Insurance Company dba AFLAC Group	10,768.49	12/15/2025
2025-1469	Continental American Insurance Company dba AFLAC Group	10,757.82	12/15/2025
2025-1468	Continental American Insurance Company dba AFLAC Group	10,663.55	12/15/2025
2025-1539	Penworthy Co.	9,819.18	12/15/2025
2025-1478	Comerica Bank	8,793.82	12/15/2025
2025-1542	ProQuest LLC	8,118.34	12/15/2025
2025-1546	Scholastic Library Publishing	7,984.70	12/15/2025
2025-1448	Innovative Sound Solutions	7,730.39	12/1/2025
89421	BookPage	7,392.00	12/15/2025
AP-INV06744932	Paycor, Inc.	7,226.24	12/8/2025
2025-1433	Comerica Bank	6,906.53	12/1/2025
2025-1490	Holland Litho Printing Services	6,637.69	12/15/2025
2025-1464	Warner Norcross & Judd Llp	5,420.70	12/1/2025
2025-1457	Same Day Delivery, Inc	4,798.50	12/1/2025
89420	Bmi	4,454.00	12/15/2025
2025-1548	TelNet Worldwide, Inc.	4,155.80	12/15/2025
89405	Eric Litwin	4,125.00	12/1/2025
89426	Governmental Consultant Services Inc.	4,000.00	12/15/2025
AP-12-2025Princ	PLIC - SBD Grand Island	3,665.29	12/2/2025
2025-1486	Fidelity Security Life Insurance Company	3,388.12	12/15/2025
2025-1427	AMAZON CAPITAL SERVICES, INC	3,314.85	12/1/2025
2025-1487	Five9, Inc	3,284.77	12/15/2025
2025-1480	Criteria Corp.	3,275.00	12/15/2025
2025-1549	Thomas Klise/Crimson Multimedia	2,990.00	12/15/2025
89431	Joel Tacey / Tiptop Entertainment LLC	2,915.00	12/15/2025
2025-1474	BrightStar Consulting Group, LLC	2,850.00	12/15/2025
AP-2025UnCas...	State Of Michigan	2,731.75	12/16/2025
AP-201543244...	Consumers Energy	2,721.90	12/2/2025
2025-1528	Pre-Paid Legal Services, Inc.	2,663.90	12/15/2025

Kent District Library  
 Check/Voucher Register - Check Register - Board Report  
 From 12/1/2025 Through 12/31/2025

Check Number	Vendor Name	Check Amount	Check Date
AP-CH2121625	Consociate, Inc. dba Consociate Health	2,633.26	12/29/2025
2025-1462	UAW Local 2600	2,491.98	12/1/2025
2025-1557	UAW Local 2600	2,488.28	12/15/2025
2025-1455	Playaway Products LLC	2,413.70	12/1/2025
2025-1529	Library Ideas, Llc	2,166.30	12/15/2025
2025-1459	Thomas Klise/Crimson Multimedia	2,110.00	12/1/2025
2025-1463	Value Line Publishing Llc	1,833.33	12/1/2025
2025-1544	Reperio Health, Inc.	1,790.00	12/15/2025
AP-721183	123.Net, Inc	1,724.00	12/10/2025
2025-1547	Sirsidynix	1,680.00	12/15/2025
89417	All Season Lawn Care	1,405.00	12/15/2025
2025-1537	TELUS HEALTH (US) LTD.	1,400.49	12/15/2025
89425	Eric Litwin	1,375.00	12/15/2025
AP-CH123125	Consociate, Inc. dba Consociate Health	1,368.85	12/31/2025
2025-1431	Central Michigan Paper	1,320.00	12/1/2025
2025-1476	Central Michigan Paper	1,320.00	12/15/2025
2025-1552	Town & Country Technologies	1,297.82	12/15/2025
AP-203857009...	Consumers Energy	1,216.44	12/8/2025
2025-1449	Interphase Office Interiors, Inc.	1,188.46	12/1/2025
2025-1466	Adtegrity / Media Place Partners	1,173.64	12/15/2025
89440	Outdoor Discovery Center	1,160.00	12/15/2025
2025-1488	Cengage Learning	1,050.79	12/15/2025
89441	Rusty F. Ammerman	952.00	12/15/2025
2025-1434	DK Security	878.40	12/1/2025
2025-1553	Town & Country Technologies	860.00	12/15/2025
89427	Grand Rapids Chamber of Commerce Capital Campaign	820.00	12/15/2025
89442	Wendy Batchelder	800.00	12/15/2025
2025-1482	DK Security	790.56	12/15/2025
2025-1489	Graffix Plus / Extreme Graffix Inc.	749.50	12/15/2025
2025-1451	Lindenmeyr Munroe	694.04	12/1/2025
AP-203267571...	Dte Energy	662.83	12/2/2025
2025-1555	Town & Country Technologies	655.00	12/15/2025
2025-1556	Town & Country Technologies	652.83	12/15/2025
89438	Martha Dubois	600.00	12/15/2025
89430	Ian Borton	600.00	12/15/2025
AP-3259466	Arrowaste	561.36	12/16/2025
AP-IN3639169	TASC	559.36	12/30/2025
2025-1551	Town & Country Technologies	552.50	12/15/2025
2025-1561	Warner Norcross & Judd Llp	526.50	12/15/2025
2025-1461	Trevor McDaniel	522.00	12/1/2025
89428	Henry Wierenga	500.00	12/15/2025
89399	Braydon Booher	500.00	12/1/2025
AP-6130750665	Verizon Wireless - MiFy Routers & Cell phones	462.73	12/31/2025
89423	Center Point Publishing	453.06	12/15/2025
2025-1477	Cloud 616 LLC	450.00	12/15/2025
2025-1554	Town & Country Technologies	450.00	12/15/2025
AP-6128238531	Verizon Wireless - MiFy Routers & Cell phones	412.71	12/1/2025
2025-1562	Wolverine Printing Company	397.20	12/15/2025
2025-1426	Absopure Water Company	383.80	12/1/2025
89397	Associated Language Consultants, Inc.	360.00	12/1/2025
2025-1559	Unique	339.84	12/15/2025

Kent District Library  
 Check/Voucher Register - Check Register - Board Report  
 From 12/1/2025 Through 12/31/2025

Check Number	Vendor Name	Check Amount	Check Date
2025-1435	Everlasting Green Plantscape LLC	324.00	12/1/2025
89402	City Of Rockford	300.00	12/1/2025
2025-1450	Library Ideas, Llc	286.20	12/1/2025
2025-1473	Blackstone Audio Inc	280.00	12/15/2025
2025-1472	Bio-Serv Corporation / Rose Pest Colutions	270.00	12/15/2025
AP-0018438-11...	Comcast Cable	258.85	12/9/2025
2025-1452	Midwest Tape LLC	258.66	12/1/2025
89411	Northview Band Boosters	250.00	12/1/2025
2025-1484	Everlasting Green Plantscape LLC	239.90	12/15/2025
2025-1454	Pareto Health Intermediate Holdings, Inc.	230.00	12/1/2025
2025-1550	Timothy Kleyn	200.00	12/15/2025
89413	Phase 3 Graphics, Inc	175.00	12/1/2025
89409	Mlive Media Group	162.73	12/1/2025
2025-1491	HWC Consultants, LLC	141.10	12/15/2025
2025-1465	Absopure Water Company	137.45	12/15/2025
AP-0260158-11...	Comcast Cable	131.90	12/22/2025
AP-00215851225	Comcast Cable	126.90	12/26/2025
89401	Center Point Publishing	125.85	12/1/2025
2025-1458	Sheri Gilreath-Watts	119.60	12/1/2025
2025-1432	Christina Tazelaar	114.98	12/1/2025
2025-1527	Lakeshore Learning Materials	113.99	12/15/2025
2025-1558	Uline Shipping Supply Specialists	113.77	12/15/2025
AP-PH122625	Priority Health	107.07	12/29/2025
2025-1560	Voices for Health, Inc.	105.79	12/15/2025
2025-1453	Norma J. VerHeulen	105.46	12/1/2025
89408	Memory Lane Jane	100.00	12/1/2025
2025-1429	Carla Hotz	91.60	12/1/2025
AP-6129948361	Verizon Wireless - MiFy Routers & Cell phones	83.20	12/22/2025
2025-1460	Tracy Chrenka	82.22	12/1/2025
89412	Peter Dykhuis	80.12	12/1/2025
89435	Lance Werner	77.00	12/15/2025
89436	Laurie Andrea	65.00	12/15/2025
89400	Brian Way	59.00	12/1/2025
89432	Kalamazoo Valley Community College	58.99	12/15/2025
2025-1470	ALTA Language Services, Inc	58.00	12/15/2025
89398	Audiocraft Publishing Inc	55.92	12/1/2025
2025-1428	Andrew Erlewein	52.82	12/1/2025
89433	Kelly Garvin	52.24	12/15/2025
89434	Kent County Treasurer-Mi Tax Tribunal Refunds	49.81	12/15/2025
89407	Holly Goulet	48.22	12/1/2025
89418	Bellwether Media, LLC	41.94	12/15/2025
AP-CH2121825	Consociate, Inc. dba Consociate Health	38.36	12/29/2025
89396	Anjie Christiansen	36.98	12/1/2025
AP-017857	Medtipster.com, LLC.	34.00	12/23/2025
AP-8641512-10...	T-Mobile USA Inc.	31.35	12/3/2025
89424	Clarkston Independence District Library	30.99	12/15/2025
AP-000122025	State Of Michigan	30.00	12/23/2025
89416	Vermontville Township Library	27.95	12/1/2025
89429	City of Holland	24.99	12/15/2025
89414	Saranac Clarksville District Library	21.99	12/1/2025
89439	Melanie Joy Vlietstra-Kilgore	20.36	12/15/2025
89422	Capital Area District Libraries	18.73	12/15/2025

Kent District Library  
Check/Voucher Register - Check Register - Board Report  
From 12/1/2025 Through 12/31/2025

<u>Check Number</u>	<u>Vendor Name</u>	<u>Check Amount</u>	<u>Check Date</u>
89437	Loutit District Library	17.95	12/15/2025
AP-PH121225	Priority Health	14.33	12/12/2025
89410	Monroe County Library System	12.99	12/1/2025
89403	Deb Schultz	10.49	12/1/2025
2025-1540	Performance Assessment Network	10.00	12/15/2025
89415	Township of Barry / Delton District Library	8.99	12/1/2025
89406	Hart Area Public Library	8.00	12/1/2025
89404	East Lansing Public Library	7.79	12/1/2025
89419	Benton Harbor Public Library	6.99	12/15/2025
2025-1471	AMAZON CAPITAL SERVICES, INC	4.74	12/15/2025
2025-1541	Playaway Products LLC	2.99	12/15/2025
Report Total		<u>1,529,315.20</u>	

Kent District Library  
 Check/Voucher Register - Voided Checks  
 From 12/1/2025 Through 12/31/2025

<u>Check Number</u>	<u>Vendor Name</u>	<u>Check Amount</u>	<u>Check Date</u>
74005	Thomas J Heurth	(27.95)	12/17/2025
74070	SCA of Michigan Barony of Andelcrag	(50.00)	12/17/2025
74207	Nicholas Dondzilla	(26.00)	12/17/2025
76182	Evelyn Wolf	(100.00)	12/17/2025
76622	Nahshon Cook-Nelson	(50.00)	12/17/2025
78631	Huron Associates LLC	(114.60)	12/17/2025
78731	Caitlin S. Oliver	(54.15)	12/17/2025
78905	Anja Van Drunen	(500.00)	12/17/2025
79161	William Dittenber	(20.00)	12/12/2025
79243	Nahshon Cook-Nelson	(50.00)	12/17/2025
80867	Charles R. Myers	(30.00)	12/17/2025
80978	Shirley Bruursema	(30.00)	12/17/2025
81580	Sheri Gilreath-Watts	(30.00)	12/17/2025
83737	Township of Richland - Richland Township Library	(53.94)	12/17/2025
84731	Adam Harris	(865.11)	12/17/2025
85113	Angeline Bouley	(500.00)	12/17/2025
85815	Charles Fetterhoff	(10.00)	12/12/2025
85992	Juanita Garza	(7.50)	12/12/2025
86214	Anjali Sardar	(250.00)	12/17/2025
86832	Abigail Cuthbertson	(22.49)	12/12/2025
87742	Emily Armstrong	(10.99)	12/12/2025
89216	Eric Litwin	(1,375.00)	12/12/2025
Report Total		<u><u>(4,177.73)</u></u>	

# Director's Report

## December 2025

Kent  
District  
Library



### **From the Desk of Lance Werner, Executive Director**

It's been a refreshing month since my last report. I enjoyed some much-needed time off with friends and family, which I truly appreciated. I was able to make progress on a few key initiatives.

I started working on the local ordinance project I'm leading for the Michigan Right to Read group in partnership with Penguin Random House. It's an ambitious effort, and I'm excited to be part of it. I also connected with OverDrive and Steve Potash to discuss a new pilot project and opportunities for collaboration in the coming year. I'm optimistic that we can find a way to make eBook pricing fairer for libraries without resorting to litigation or legislative fixes. Heavy-handed legal actions often backfire, and I believe these times call for unity rather than division.

On a somber note, I learned that Randy Riley, Michigan State Librarian, passed away suddenly over the weekend. He will be deeply missed. His passing is a reminder that libraries, publishers, vendors, and readers are stronger together than apart.

We also completed a walkthrough of the Walker Branch construction site, and the progress is impressive. Once finished, it will be an incredible resource for Walker residents and the entire KDL system.

Lastly, ice fishing season has arrived, and I'm looking forward to getting out on the ice soon.



# Director's Report

## December 2025

Kent  
District  
Library



### ALPINE, WALKER, + TYRONE BRANCHES

In the Walker, Alpine and Tyrone Township branches, the regional team focused on recognizing and celebrating milestones, achievements, and accomplishments together as the overarching goal for 2025. 2025 was a big year, with much to celebrate. The Walker Branch moved to a temporary location, and huge progress was made on construction of the new Walker Library. The Alpine branch became busier as some patrons found themselves closer to the Alpine location than the Walker Temporary Location in Standale. Staff saw new names on the hold shelves and new faces in programs. Tyrone rolled out a new gaming lab, which quickly became a favorite for the busy afterschool teen crowd, and the eSports Branch Champion, Erica Huyser, worked with a group of talented staff across KDL to help define and shape the way these resources will be used going forward.

With much to celebrate over the year, the team included opportunities for celebration in huddles, meetings, daily activities, and branch communications. Regional Manager Joyanne Huston-Swanson led a cheer squad with members from each branch. The group provided seasonal treats and created fun staff appreciation messages throughout the year that encouraged and celebrated colleagues. Regional Manager Liz Knapp incorporated celebrations into her weekly updates email, including birthdays, anniversaries, what went well the past week, and pictures highlighting programs, displays, and other accomplishments.

Quarterly Branch meetings in 2025 began with celebrations of what went well the past quarter, and gratitude shared about other team members over shared food. In November, the team continued the theme in the region in-service. The in-service wrapped in celebration of the year with the chance to play with puppies and a kitten from the humane society.

Regional Managers Liz and Joyanne plan to continue being intentional about including opportunities for celebration and gratitude as the region moves into 2026 and shifts the focus to the next yearly goal: being intentional about including opportunities for ideas, thoughts and feedback.



## CALEDONIA + CASCADE BRANCHES

In Caledonia and Cascade, 2025 was a year of learning. Internally, staff focused on using feedback to cultivate ways to improve internal communication and processes. This included testing the frequency of Task Team meetings (specialized internal workgroups), encouraging staff to get involved with PMO Projects/Think Tank, and intentionally involving staff in major renovation decisions. Externally, the region leaned into the reading initiatives and enhanced branch experiences to meet community needs.

As Caledonia and Cascade head into 2026, feedback remains a guiding focus as we work to honor the diversity of perspectives, interests, and passions across the region. Key priorities for 2026 include strengthening internal safety plans, expanding training support, and reviewing task responsibilities within each task team. The region will also continue building on the success of progress tracking related to reading initiatives. With the addition of a new RM2, the CALCAS region is adjusting schedules to better support current team needs, including increased off-desk time for projects and training.

## COMSTOCK PARK + PLAINFIELD BRANCHES

In 2025, both Comstock Park and Plainfield staff had the goal to seize opportunities to learn and grow. Each of the ten branch librarians and the RMII identified a particular area of expertise to share with the entire region. The librarians chose how and when to share, and each librarian had the chance to sharpen presentation skills. The entire staff learned about:

Adult Reader's Advisory

KDL Lab

KDL Programming

Mythology

Youth Reader's Advisory

KDL Language Resources

Movies Materials Advisory

Ancestry tools and making family trees

eSports

KDL balancing procedures

Booklists

The team's year to learn and grow culminated in a "COMFIELD Conference" for the in-service at which staff learned from each other and got to know the Service Center location better.

In setting 2026's goals, the team is excited to continue to learn from each other, take team members further, and continue to share information.



# Featured Department: Patron Services

When you dial KDL's phone number, the Patron Services Department is there to support. In 2025, the team answered 87,944 phone calls and 25,067 emails, working to ensure every patron finds the help they need. The work includes difficult calls and challenging situations that require patience and skill, but it also includes moments of genuine joy. "Every time I call you, you give me the right answers and make my life better," one patron said. Another shared, "I love my KDL library, and I love when I call I can talk to the most helpful people. My bank could learn a thing or two."

The year brought significant operational changes. In April, the team transitioned to new call center software (Five9 and Microsoft Teams), maintaining high-quality service through teamwork, knowledge sharing, and a critical IT partnership with Dhanya Ravi. The department also moved the Talking Book and Braille Center (TBBC) work to a new Integrated Library System, requiring extensive training and adaptation. Despite these challenges, service for TBBC patrons remained consistent throughout the transition. In recognition of the department's work with TBBC, Kent District Library received the National Library Service's Library of the Year Award, led by Accessibility and Inclusion Specialist Shelley Roossien.

Behind the phone lines, the department manages labor-intensive processes. Patron Services Librarians processed 1,162 Book Club in a Bag kits, reviewing each returning kit and carefully preparing it for the next group. They streamlined these workflows through LibCal improvements led by Joel Kibbe. The team also simplified notary appointment scheduling in partnership with the administrative team. To help with organizational awareness, the team delivered in-service presentations to branch colleagues. The Patron Services Department also launched welcome packets for new TBBC patrons. The department was nominated for a KDL Core Value Award, with a branch colleague noting they "always know how to steer us in the right direction." The department's continued partnership with Unique Library Services provided call and chat coverage beyond normal service hours.

Whether helping a patron locate vital resources during a difficult time or simply offering a friendly voice on a stressful day, each call and email builds a sense of safety and belonging. This work never slows down, but in every interaction, the Patron Services Department reinforces the library as a trusted resource at the heart for the community.

# Katie Kudos

December 2025

## **JANINE ELLIOTT, COLLECTION SERVICES ASSISTANT Service Center**

**Nominated By:** Ben Eastman

**Core Value:** “The other day in Delivery, Janine came over to our leg of the Green Monster and helped organize materials coming into our bins faster than we could keep up with. Your assistance was, and is, very much appreciated.”

## **DIANE DAMUTH, SENIOR HUMAN RESOURCES GENERALIST Service Center**

**Nominated by:** Brian Mortimore

**Core Value:** Helpful

“Diane manages our benefit enrollment like a pro. Special thanks to her for managing a busy process during a busy time of year.”

## **ALYSSA JOHANSEN, ASSISTANT BRANCH LIBRARIAN Plainfield Township**

**Nominated by:** Laura DeJong

**Core Value:** Helpful

“Alyssa made ALL of the library cards for my middle school outreach this week! She saved me so much time and effort by getting this part of the school visit set. Thank you!”

# Upcoming Meetings + Dates of Interest

## Upcoming Meetings

Regular Board Meeting  
Thursday, February 19, 2026  
KDL Service Center

Regular Board Meeting  
Thursday, March 19, 2026  
KDL Spencer Township

Regular Board Meeting  
Thursday, April 16, 2026  
KDL Service Center

## Dates of Interest

### KDL Pension Meeting

- February 4, 2026
- May 6, 2026
- August 5, 2026
- November 4, 2026

1:00 PM

KDL Service + Meeting Center



Information  
Ideas  
Excitement!



# MONTHLY PROJECT REPORT

## DECEMBER 2025

**1** New project approved  
**7** In queue  
**0** Declined

**8**  
Active Approved  
Projects

<span style="color: green;">●</span>	On Track, no extensions	7
<span style="color: orange;">●</span>	1 Extension, at risk	1
<span style="color: red;">●</span>	2+ Extensions, late	0
<span style="color: green;">✓</span>	Completed since January 2025	9

## People Counter Pilot

● **Project Lead:** Scott Ninemeier  
**Status:** On Track - NEW

**Approval Date:** 12.10.2025  
**Due Date:** 08.07.2026



The current visitor counting process for branches is manual and prone to error, requiring staff to record daily totals, submit a form, and forward the results to Data Coordinator, Sheri Glon. This workflow often results in missed or inconsistent entries and requires follow-up to ensure accuracy and completeness. Additionally, the lack of reliable hourly visitor data limits insight into how spaces are used, as circulation statistics do not reflect visits where materials are not checked out. As a result, management lacks timely, detailed information needed to make informed staffing decisions based on actual visitor trends.

This pilot project aims to implement a cloud-based people counting system from SenSource that automates data collection and reporting while eliminating manual steps. The Cascade Township and East Grand Rapids branches will pilot the system and the project team will provide recommendations on whether the technology should be expanded to every branch.

## Community Partnerships Evaluation

● **Project Lead:** Craig Buno  
**Status:** On Track

**Approval Date:** 12.04.2024  
**Due Date:** 01.31.2026

In December, the project team put the finishing touches on the Community Partnership Evaluation strategic initiative. This included updating the Community Engagement department's intranet page to ensure all the related processes and documents around partnerships were linked. Administrative Assistant - PMO, Kelsey Little, was instrumental in creating a dedicated Partnership subpage within the Community Engagement department, and the *Community Needs Assessment* data and *My Community Maps* will be centrally located within the Programming Department for staff to find and use.

*Community Partnership Evaluation Update Continued Below*

The project team ended the month by reviewing the final Communication Bulletin for this initiative, sharing with staff when the My Community Maps are updated annually, identifying top My Community Partners, and sharing the updates made to the Community Engagement department's intranet page. In preparation for the closeout, the team reviewed the timeline for future map creation and explored Salesforce data flows tied to the Partnership Meeting Form. A rollout survey is planned for mid-January, with the project closeout scheduled for January 30.



## Partnerships

**KDL Partnership Guide**

The KDL Partnership Guide is a practical resource for staff to build, manage, and evaluate collaborations with outside organizations, ensuring every partnership aligns with KDL's mission and strategic goals. It provides clear definitions, processes, and tools for authentic engagement, making partnership work intentional, responsive, and impactful for the community.

[Click Here for the KDL Partnership Guide](#)

**KDL Partnership Quick Guide**

This quick guide is the perfect starting point for anyone looking to create or enhance community partnerships. It provides clear, step-by-step guidance to ensure every collaboration is intentional, mission-aligned, and responsive to local needs. With practical tools and a focus on authentic relationships, this resource makes the partnership process smoother and more impactful for everyone involved.

[KDL Partnership Quick Guide](#)

Partnership Planning Quick Links	Partnership Requests & Intake Forms	Partnership Evaluation
<a href="#">Roles &amp; Responsibilities Form</a>	<a href="#">Event Partnership Request Form</a>	<a href="#">Outreach Evaluation Form</a>
<a href="#">Outreach Mission Statement</a>	<a href="#">Partnership Email Response Templates</a>	<a href="#">Rubric - Branch Outreach Events at KDL</a>
		<a href="#">Rubric - Community Engagement Requests</a>

*This Partnership subpage was designed for staff to access the many Partnership tools and resources developed by the project team*

## Cross Promotion



**Project Lead:** Lulu Brown

**Status:** On Track

**Approval Date:** 09.24.2025

**Due Date:** 04.22.2026

During December, the Cross Promotion project team continued progress within Phase Two (Design & Development), with a strong focus on collaboration, refinement and alignment across the organization. Building on the research and planning completed in Phase One, the team has been actively evaluating staff input and translating early feedback into clearer design considerations.

Throughout the month, the team engaged with frontline staff, department leads, and cross-functional partners to better understand day-to-day workflows, communication needs, and opportunities for consistency across locations. This feedback has been instrumental in validating assumptions, identifying practical constraints, and shaping solutions that are realistic, scalable, and supportive of library operations.

## Define Core Programs

-  **Project Lead:** Hennie Vaandrager  
**Status:** On Track

**Approval Date:** 07.23.2025  
**Due Date:** 03.11.2026

The project team is hard at work developing system-wide training on the newly established Core Programming guidelines and thresholds. Hennie Vaandrager, Manager of Outreach and Programming, has met with the leaders of Let it Snow, Teen Photo Contest, and Write Michigan to discuss in-depth assessments of these large initiatives. One of the outcomes of this project is that every large KDL initiative will be scheduled for assessment every four years. This is a much-needed process that will force honest assessment of ongoing staff-intensive initiatives and take a critical look at the available statistics, budget implications, and staff / patron feedback. Sunsetting older initiatives allows space for new ideas and innovation.

## Expand Esports

-  **Project Lead:** Kurt Stevens  
**Status:** Complete

**Approval Date:** 01.08.2025  
**Due Date:** 12.31.2025

On December 11, project leader Kurt Stevens, Director of IT, met with the PMO to formally close out this initiative. Feedback from the rollout survey informed a Communication Bulletin to be released with the project closeout announcement in January, outlining newly centralized esports procedures now available in Info Hub. Each of KDL's branches with gaming labs will also designate an esports "champion" to support lab successes, share knowledge, maintain standards, and help guide partnerships and future direction. Rollout survey feedback indicates that esports labs have attracted new library users, particularly teens and young adults, and that enthusiasm for the labs remains high across all participating branches. While this particular project formally launched in 2025, esports initiatives have been a part of the PMO and KDL's strategic plan since November 2023, and sincere thanks are extended to both Kurt Stevens for leading the many phases of this initiative, as well as the many staff members who contributed across multiple teams over the past two years.

## Intranet Revamp

-  **Project Lead:** Jaci Cooper  
**Status:** 1 Extension - At Risk

**Approval Date:** 09.04.2024  
**Due Date:** 03.01.2026 - Extended

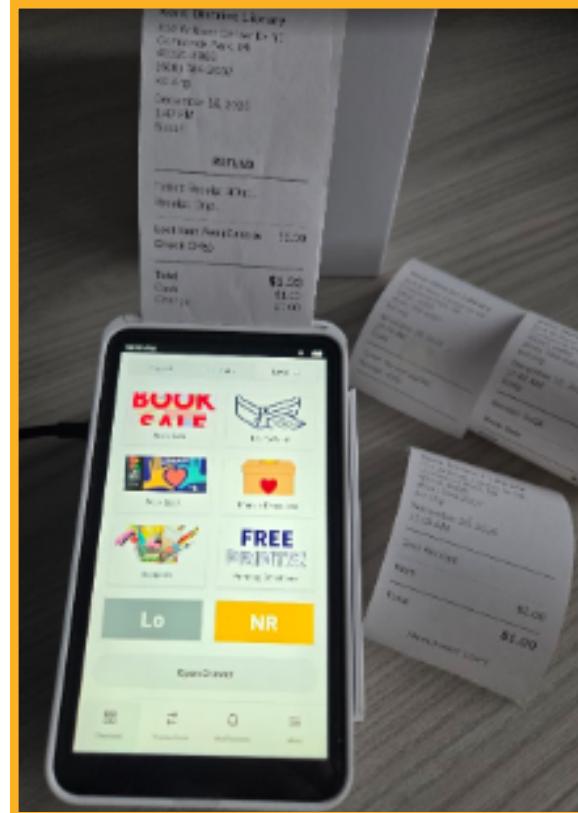
PMO Admin Assistant Kelsey Little has been working with Community Engagement and Programming departments to standardize the appearance and functionality of their SharePoint sites, improve navigation, and archive outdated files. Recent intranet revamp meetings have also focused on broader SharePoint active directory cleanup efforts, including the deletion of unused sites and outdated email addresses, the adoption of consistent naming conventions for sites and email addresses, and restructuring department and branch pages to ensure clearer ownership, improved accessibility, and more intuitive organization. Additional improvements underway include an update to the "Who Do I Contact For" resource, refining site branding for accessibility, and preparing departmental site updates such as Community Engagement, Programming, and the upcoming MarCom site review. Email standardization changes will begin rolling out after the new year.

## Point of Sale Refresh

**Project Lead:** Emily Whalen  
**Status:** On Track

**Approval Date:** 10.22.2025  
**Due Date:** 06.10.2026

The project team met in person on December 16 for sandbox testing. Each group successfully created a bill in WorkFlows, issued a partial payment through the online payment portal, processed a partial payment via Square, and issued a refund via Square. Refunds continue to be the most significant challenge for both staff and patrons. After reviewing several options, the team determined the most efficient approach is for frontline staff to submit an online refund request to the Finance department and update the patron record in WorkFlows. This procedure does not need to wait for the broader training and communications rollout; the team will finalize the process and coordinate with Trish Reid, Training Manager. Introducing a simpler refund process now is expected to support staff buy-in ahead of Square deployment to branches. The team is also reviewing procedures impacted by the new point-of-sale system. Preliminary updates are due January 16 in order to prepare for pilot implementations at the Ada, Nelson Township and Wyoming branches.



*The team met in December to test a variety of payment scenarios with the new Square payment kits*

## Tech Tutoring Revamp

**Project Lead:** Morgan Hanks  
**Status:** On Track

**Approval Date:** 03.26.2025  
**Due Date:** 04.01.2026

Many branches are already using the Tech Help appointment service and providing feedback as it rolls out region by region. All regions are expected to be live by the end of January, which will allow for the project team to gather more meaningful data and usage patterns. This information will support decisions around potential adjustments or targeted marketing efforts. The project team is excited for all branches to be using Bookings to schedule Tech Help appointments, which will streamline both staff workflows and the patron experience. In addition, a dedicated webpage is in development to support referrals, clearly outline what services are available on a walk-in basis, and identify which services require an appointment when a request is out of scope.

## Teen Graphic Novel Contest

 **Project Lead:** Madelyn Besaw  
**Status:** Complete

**Approval Date:** 07.17.2024  
**Due Date:** 12.19.2025 - Extended

The Teen Graphic Novel Contest was formally closed out on December 19, when the project team met to celebrate the many successes of the initiative and reflect on lessons learned to improve upon next year. Team members also reviewed rollout survey feedback, which was overwhelmingly positive and highlighted the strong impact of not only the contest and award ceremony, but programming and promotion during Summer Wonder. Several opportunities for refinement were identified, including adjustments to the judging rubric to better align with Submittable's rating scale and updates to content guidelines to clarify expectations around censorship, creative expression, and alignment with KDL's broader materials selection policy. The team also identified opportunities to strengthen outreach by developing a school-focused marketing kit for early May and refining promotional efforts for the Award Ceremony to emphasize the author panel and judges. With the project now transitioning to the Teen Programming Workgroup, the foundation is set for continued growth and improvement in the coming year. The PMO would like to extend congratulations and gratitude to Madelyn Besaw for leading this initiative, along with her team: Bethany Metivier, Brooke Koster, Clare O'Tsuji, Josh Mosey, Katie Blakeslee, Keeva Filipek and Randy Goble.

## Website & Discovery Layer AI Enhancements

 **Project Lead:** Remington Steed  
**Status:** On Track

**Approval Date:** 05.21.2025  
**Due Date:** 03.25.2026

The project team tested the BiblioCommons AI prototype tools and provided thorough, detailed feedback. Updates to the tools are anticipated in January, informed by the feedback submitted during this testing phase. Following those updates, an additional round of testing and evaluation is planned. This iterative approach will allow the team to assess improvements and identify any remaining issues before determining next steps.

# BUILDING PROJECTS

## Krause Memorial (Rockford)

**Project Lead:** Jennifer German  
**Status:** N/A

**Approval Date:** N/A  
**Due Date:** N/A

Construction continues to progress on the Krause Memorial addition, despite several weather-related delays in December that periodically brought work to a standstill. The roof is now in place, exterior walls have been erected, and interior wall framing is underway. As a result, the building is beginning to take visible shape. Krause staff are working collaboratively to prepare for the upcoming move to the temporary location. The branch will be closed from January 19–31 to facilitate the move and will reopen at the Rockford Community Cabin on February 2. Randy Goble and the MarCom team have been instrumental in communicating the closure and relocation information to the community and ensuring appropriate signage is in place. Likewise, Kurt Stevens and the IT team are doing an excellent job planning the transfer and setup of KDL technology at the Community Cabin, ensuring staff will be fully supported and patrons will continue to enjoy the same level of services.

The support of the Leadership Team, along with the many departments and individuals assisting with move preparation, is greatly appreciated.



*Progress on the Krause Memorial Expansion continues*

## Tyrone Township

**Project Lead:** Liz Knapp  
**Status:** N/A

**Approval Date:** N/A  
**Due Date:** N/A

Tyrone Township continues to research funding methods for the next phase of the project.

# BUILDING PROJECTS

## Walker

 **Project Lead:** Liz Knapp  
**Status:** N/A

**Approval Date:** N/A  
**Due Date:** N/A

The new Walker Library is now enclosed from the elements, and the building heated so that contractors can work on the inside of the building during the winter. On December 19, representatives from the KDL Leadership Team and the KDL Board toured the inside of the building. The Walker Branch staff are looking forward to touring the building with City Engineer Scott Conners on January 27 to kick off their first staff meeting of the new year.

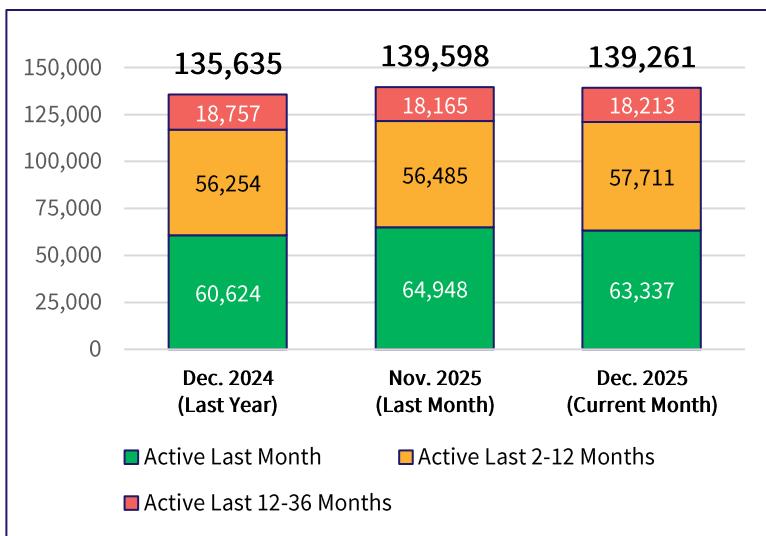


*Recent photos of the Walker Expansion*

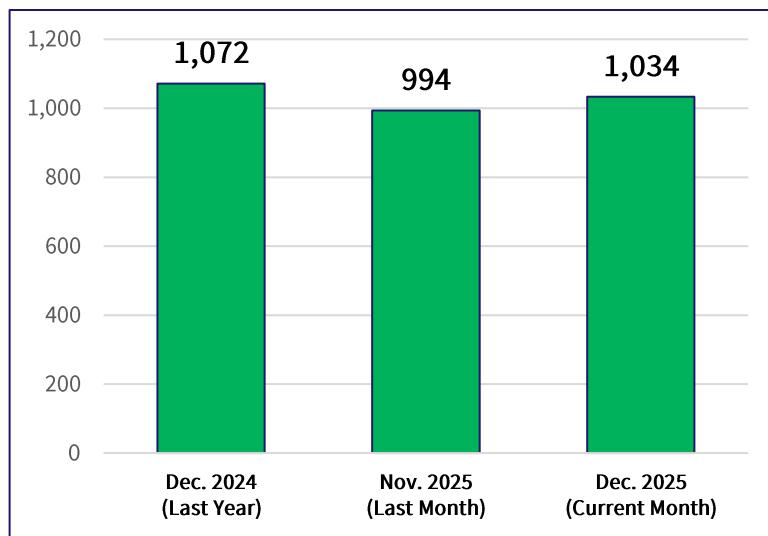


# DECEMBER 2025 STATISTICAL SUMMARY

## Active KDL Patrons:



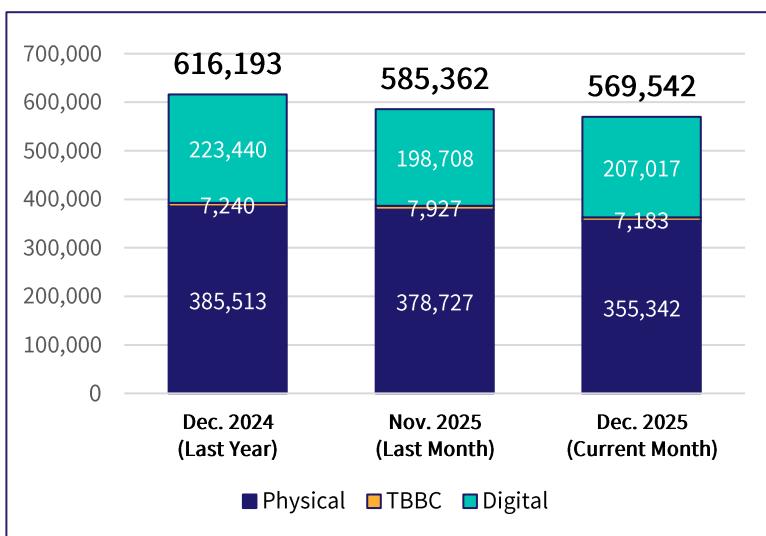
## New KDL Cards Added:



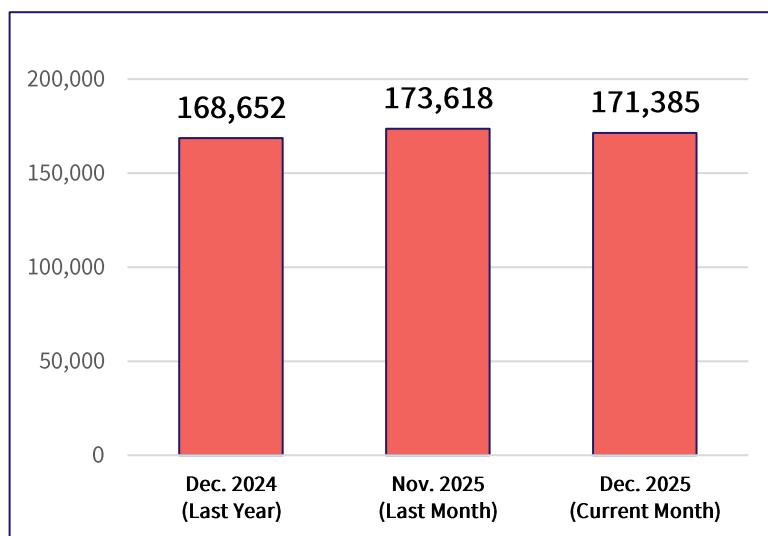
Active KDL Patrons are **down 0.2%** from last month and **up 3%** from the same month last year.

New KDL Cards Added are **up 4%** from last month and **down 4%** from the same month last year.

## Total Circulation:



## Visitor Count:



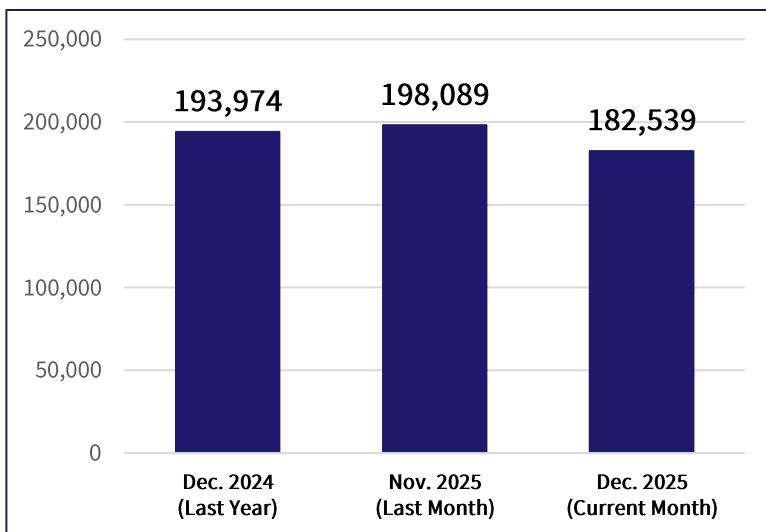
Total Circulation is **down 3%** from last month and **down 8%** from the same month last year.

Branch Visitors are **down 1%** from last month and **up 2%** from the same month last year.



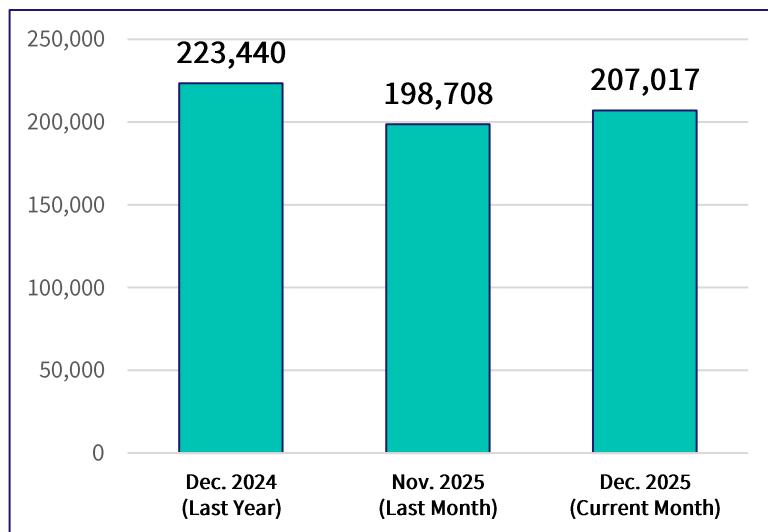
## DECEMBER 2025 STATISTICAL SUMMARY

### Physical Items Checked Out:



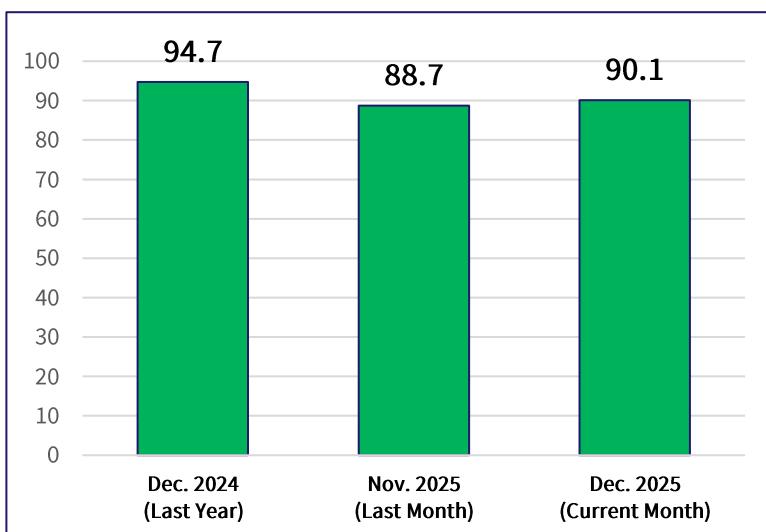
Physical checkouts are **down 8%** from last month and **down 6%** from the same month last year.

### Digital Items Checked Out:



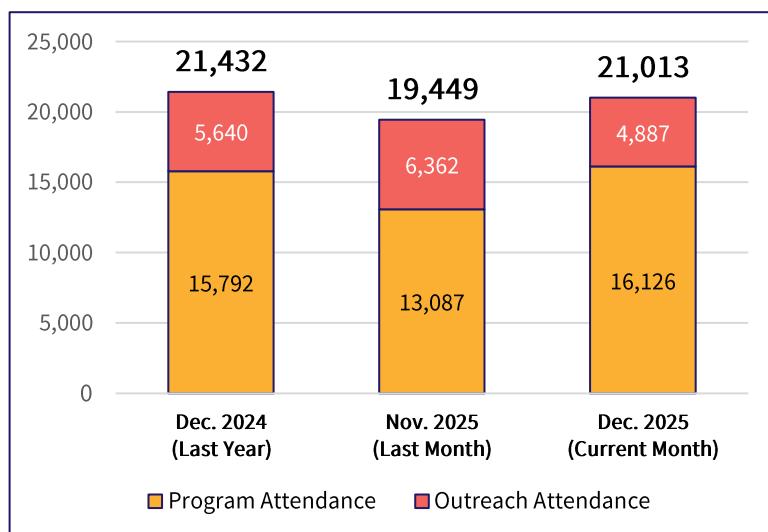
Digital checkouts are **up 4%** from last month and **down 7%** from the same month last year.

### Net Promoter Score (NPS):



Net Promoter Score is **up 1.4%** from last month and **down 4.6%** from the same month last year.

### Programs & Outreach:



Program & Outreach Attendance is **up 8%** from last month and **down 2%** from the same month last year.



## MOST POPULAR TITLES LAST MONTH

Click on each title for a link to the catalog

### All Physical Items (Most Checkouts):

<u>Title</u>	<u>Checkouts</u>
1. <b>KDL WiFi Mobile Hotspot</b>	549
2. <i>The Widow</i> by John Grisham	184
3. <i>The Secret of Secrets</i> by Dan Brown	131
4. <i>My Friends</i> by Fredrik Backman	124
5. <i>Exit Strategy</i> by Lee Child	117
6. <i>Great Big Beautiful Life</i> by Emily Henry	116
7. <i>Do Not Disturb</i> by Freida McFadden	115
8. <i>The King's Ransom</i> by Janet Evanovich	113
9. <i>The Black Wolf</i> by Louise Penny	112
10. <i>The Intruder</i> by Freida McFadden	111

### All Physical Items (Most Holds):

<u>Title</u>	<u>Holds</u>
1. <i>The Correspondent</i> by Virginia Evans	342
2. <i>Theo of Golden</i> by Allen Levi	309
3. <i>Nobody's Girl</i> by Virginia Roberts Giuffre	244
4. <i>The Widow</i> by John Grisham	238
5. <i>Buckeye</i> by Patrick Ryan	214
6. <i>The Gales of November</i> by John U. Bacon	202
7. <i>Nash Falls</i> by David Baldacci	181
8. <i>Gone Before Goodbye</i> by Reese Witherspoon and Harlan Coben	165
9. <i>My Friends</i> by Fredrik Backman	159
10. <i>Heart the Lover</i> by Lily King	150

### OverDrive Items (Most Checkouts):

<u>Title</u>	<u>Checkouts</u>
1. <i>The Housemaid</i> by Freida McFadden (audio)	396
2. <i>Sunrise on the Reaping</i> by Suzanne Collins	199
3. (tie) <i>Say You'll Remember Me</i> by Abby Jimenez	195
(tie) <i>The Wedding People</i> by Alison Espach	195
5. <i>The Let Them Theory</i> by Mel Robbins	189
6. <i>The Women</i> by Kristin Hannah (audio)	179
7. <i>Pride and Prejudice</i> by Jane Austen (audio)	173
8. <i>Brimstone</i> by Callie Hart (audio)	171
9. (tie) <i>Atmosphere</i> by Taylor Jenkins Reid	167
(tie) <i>Great Big Beautiful Life</i> by Emily Henry	167

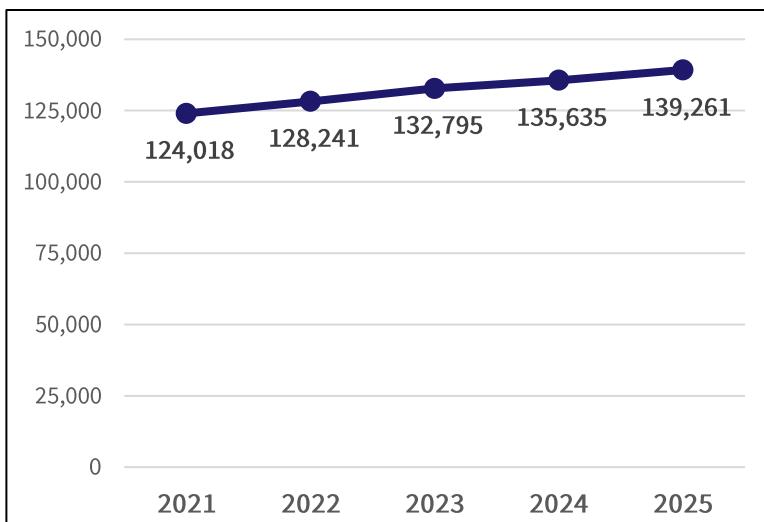
### OverDrive Items (Most Holds):

<u>Title</u>	<u>Holds</u>
1. <i>The Anxious Generation</i> by Jonathan Hadt (audio)	957
2. <i>Great Big Beautiful Life</i> by Emily Henry (audio)	796
3. <i>My Friends</i> by Fredrik Backman (audio)	752
4. <i>The Correspondent</i> by Virginia Evans (audio)	732
5. <i>Atmosphere</i> by Taylor Jenkins Reid (audio)	706
6. <i>The Correspondent</i> by Virginia Evans	587
7. <i>My Friends</i> by Fredrik Backman	575
8. <i>The Widow</i> by John Grisham	571
9. <i>The Let Them Theory</i> by Mel Robbins	509
10. <i>Wild Dark Shore</i> by Charlotte McConaghy	466

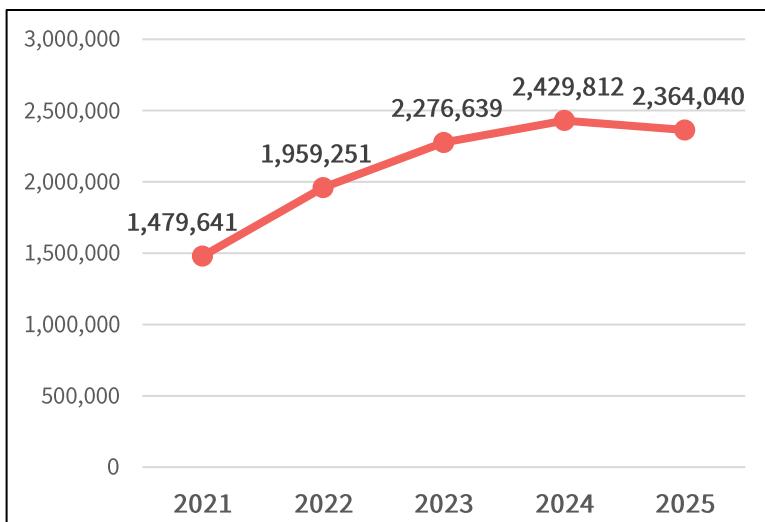


## 2025 YEAR-END STATISTICAL SUMMARY

### Active KDL Patrons:



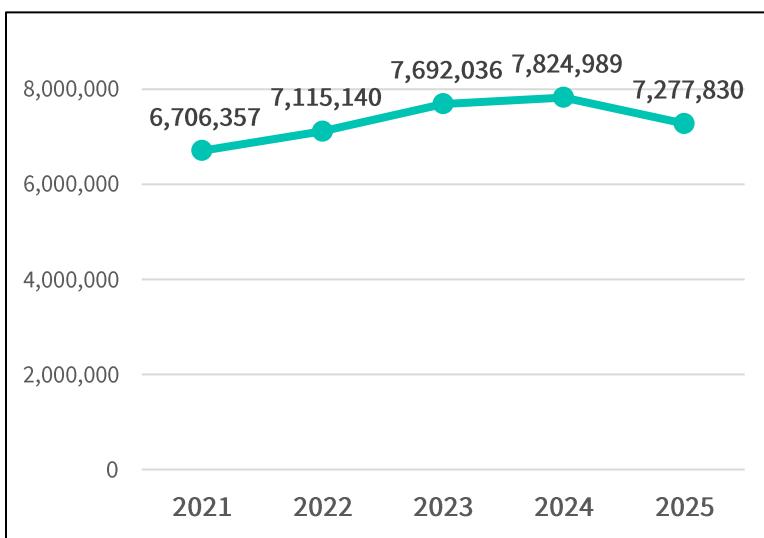
### Visitor Count:



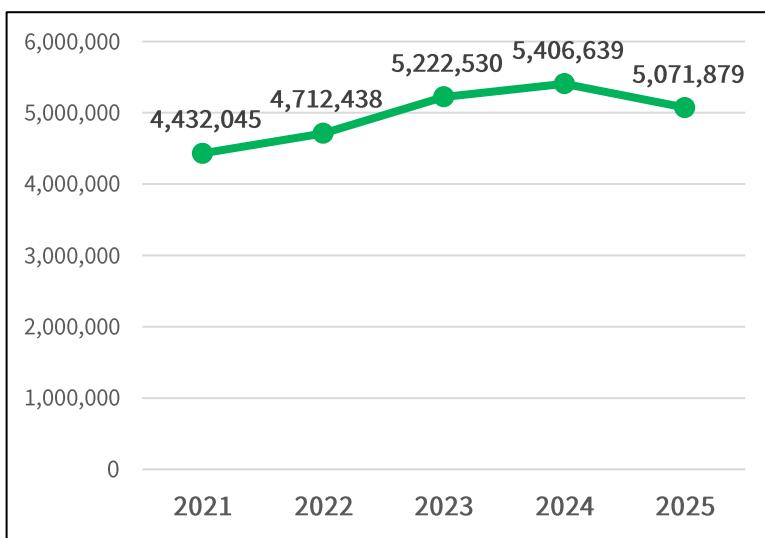
Active KDL Patrons are **up 3%** from last year and **up 12%** since 2021.

Branch Visitors are **down 3%** from last year (*due in part to branch construction projects*) and **up 60%** since 2021.

### Total Circulation:



### Total Checkouts:



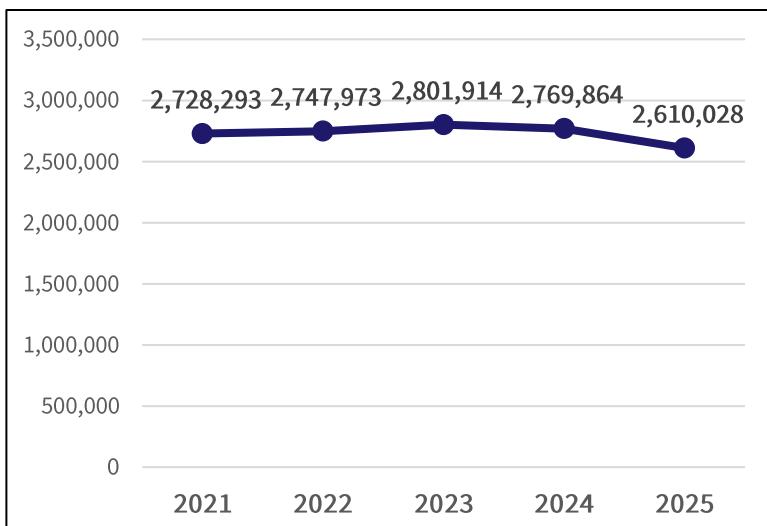
Total Circulation (*including checkouts & renewals*) is **down 7%** from last year (*due in part to branch construction projects*) and **up 9%** since 2021.

Total Checkouts (*not including renewals*) are **down 6%** from last year (*due in part to branch construction projects*) and **up 14%** since 2021.



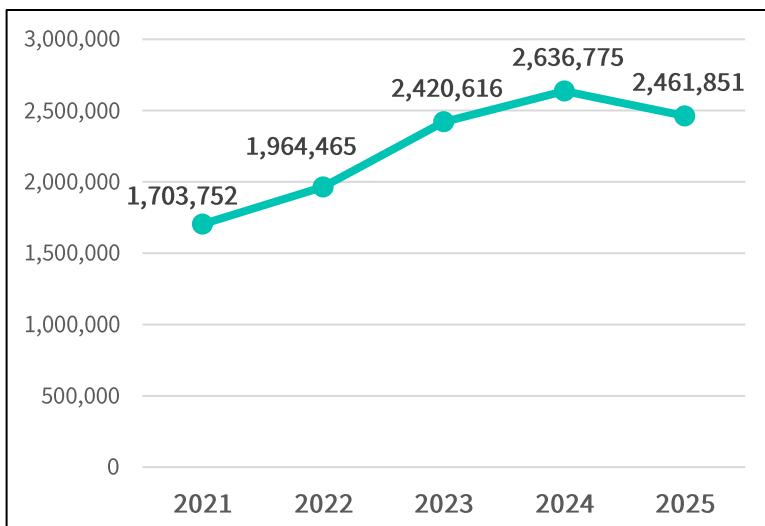
## 2025 YEAR-END STATISTICAL SUMMARY

### Physical Items Checked Out:



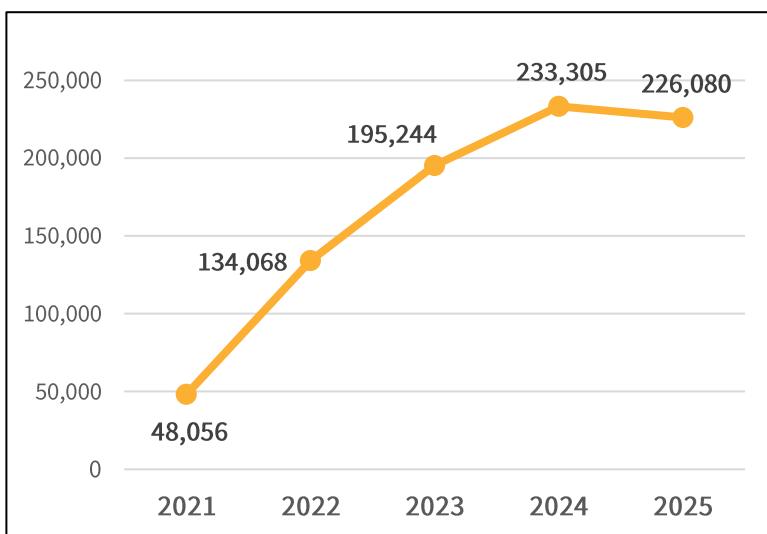
Physical checkouts are **down 6%** from last year (*due in part to branch construction projects*) and **down 4%** since 2021.

### Digital Items Checked Out:



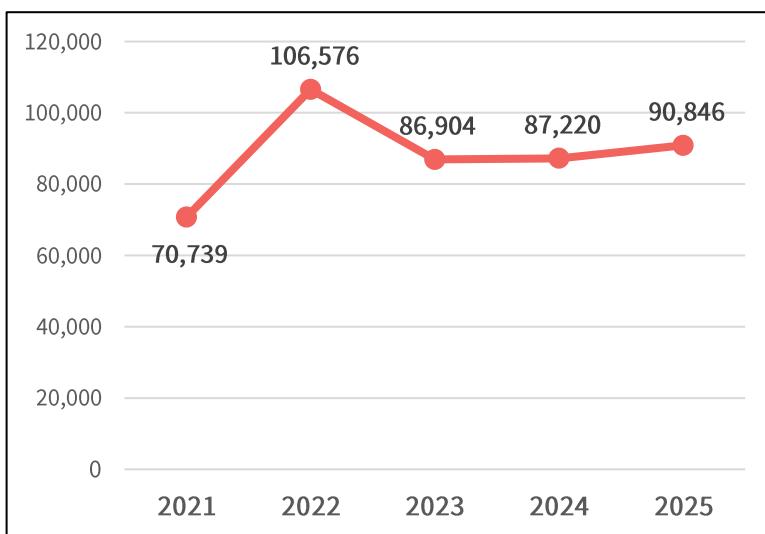
Digital checkouts are **down 7%** from last year (*due in part to the cancellation of the Freegal service*) and **up 44%** since 2021.

### Program Attendance:



Program Attendance is **down 3%** from last year (*due in part to branch construction projects*) and **up 370%** since 2021.

### Outreach Attendance:



Outreach Attendance is **up 4%** from last year and **up 28%** since 2021. (*Note that total attendance at parades and other large "seen but not heard" events was no longer counted starting in 2023.*)



## STAFF CHANGES & ANNIVERSARIES

**January 2026**

NEW HIRES	POSITION	EFFECTIVE
Maren Olep	Assistant Branch Librarian – Grandville	January 12
Jazmin Ramos Alvarez	Intern – Finance Department	January 12

PROMOTIONS & TRANSFERS	FROM	TO	EFFECTIVE
Annie Albury	Assistant Branch Librarian – Englehardt	Assistant Branch Librarian - Walker	January 12

OPEN POSITIONS	TYPE
Administrative Assistant – Finance	Part-time
Assistant Branch Librarian – Kentwood	Part-time
Assistant Branch Librarian – Wyoming	Part-time
Assistant Branch Librarian – Englehardt	Part-time

EMPLOYEE ANNIVERSARIES (FEBRUARY)	BRANCH OR DEPARTMENT	LENGTH OF SERVICE
Megan Eastman	Collection Services	18 years
Anna-Marie Boss	Wyoming	10 years
Tina Cornwell	Krause Memorial	10 years
Kathleen Mitchell	Tyrone Township	9 years
Emily Dao	Caledonia	5 years
Liv Deliyanides	Wyoming	4 years
Nancy Dultz	Nelson Township	4 years
Anna Hesselschwerdt	Alpine	4 years
Courtney Van Vugt	Grandville	4 years
Jonah Chickering	Kentwood	3 years
Katherine Glardon	Plainfield	3 years
Taylor LaBash	Cascade	3 years
Jennifer Poling	Kentwood	3 years
Taylor Rhoades	East Grand Rapids	3 years

EMPLOYEE ANNIVERSARIES (FEBRUARY)	BRANCH OR DEPARTMENT	LENGTH OF SERVICE
Amber Stein	Kentwood	3 years
Shalee Szendre	Grandville	3 years
Duncan Watson	Marketing/Communications	3 years
Kara Wiggert	Kentwood	3 years
Michaela Belcher	Comstock Park	1 year



## BOARD OF TRUSTEES ATTENDANCE - 2025

	TRACY CHRENKA	PETER DYKHUIS	ANDREW ERLEWEIN	SHERRI GILREATH WATTS	CARLA MOYER HOTZ	CHRISTINA TAZELAAR	AMANDA SCHRAUBEN	NORMA VERHEULEN
January 16, 2025	X	X	X	X	X	X*	X	X
February 20, 2025	X	X	X		X	X	X	X
March 20, 2025	X	X	X	X	X	X	X	X
April 17, 2025	X	X	X	X	X	X	X	X
May 15, 2025		X	X	X	X	X		X
June 12, 2025	X	X	X	X	X	X	X	X
July 17, 2025	X	X	X	X	X	X	X	X
August 21, 2025	X	X	X	X	X	X	X	X
September 18, 2025	X	X	X	X	X	X	X	X
September 29, 2025	X	X		X			X	X
October 16, 2025		X	X	X	X	X	X	X
November 20, 2025	X	X	X	X	X	X		X
December 18, 2025	X	X	X	X		X	X	X

\*BOARD PARTICIPATION VIA TELECONFERENCE

TRUSTEE NAME	MEETING DATE		TRUSTEE NAME	MEETING DATE



## BOARD OF TRUSTEES

### CONFLICT OF INTEREST – ACKNOWLEDGEMENT

I have read and understand the law pertaining to conflicts of interest (Michigan Compiled Laws 15.321 et seq.), which was provided to me. There are no present or potential future conflicts of interest other than those listed below. I have and will continue to observe the law carefully including, without limitation, the obligation to promptly disclose any pecuniary interest in a contract to be considered by the Board.

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_

**DISCLOSURES:** (Below, indicate “none” if applicable or give a brief explanation of the conflict.)

## KDL Policy 5.3

### Conflict of Interest—Board & Staff

LAST REVISED 11.24.2024

Kent District Library complies with [Michigan Compiled Laws 15.321 et seq.](#) Members of the Board of Trustees will annually sign a Conflict-of-Interest Statement (see below) to ensure compliance with the law.

#### **CONFLICT OF INTEREST STATEMENT - BOARD**

I have read and understand the law pertaining to conflicts of interest (Michigan Compiled Laws 15.321 et seq.), which was provided to me. There are no present or potential future conflicts of interest other than those listed below. I have and will continue to observe the law carefully including, without limitation, the obligation to promptly disclose any pecuniary interest in a contract to be considered by the Board.



## **BOARD OF TRUSTEES**

### **CODE OF ETHICS - ACKNOWLEDGEMENT**

I have read the Kent District Library Board of Trustees Code of Ethics (KDL Policy 5.4), which was provided to me. I understand that the purposes of this policy are to increase the effectiveness of the Library's decision-making process, to enable Library constituents to have confidence in the Library's integrity, and to further Library goals.

I understand that this policy is meant to supplement good judgment and will respect its spirit and wording.

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_

## KDL Policy 5.4

### Code of Ethics—Board

LAST REVISED 12.18.25

The Kent District Library Board of Trustees recognizes that sound, ethical standards of conduct serve to increase the effectiveness of the Library Board, promote public confidence, and further the attainment of Library goals. The Board has determined that it is in the Library's best interests to adopt a code of ethics setting forth the following standards of conduct required of all Library Board members.

1. **Mission and Policies:** A trustee shall abide by and support the mission statement of the Library and the policies adopted by the Board.
2. **Matters before the Board:** A trustee shall not receive or enter into any agreement, expressed or implied, for compensation for services to be rendered in relation to any matter before the Library Board of Trustees.
3. **Confidential Information:** No trustee shall disclose confidential information acquired in the course of their official duties or use such information to further their personal interest. In addition, Trustee shall not disclose information regarding any matters discussed in a closed session of the Board of Trustees.
4. **Board Action:** Unless delegated by the Board, a trustee has no individual authority to bind the Board. Board decisions may only be made by a majority vote at an open meeting. A trustee shall abide by a majority decision of the Board even if they personally disagree and shall take no public or private action that compromises or disparages Board decisions and actions.
5. **Participation:** A trustee shall participate in official Board discussions and decisions and reach conclusions after deliberation and full public debate with fellow trustees in a public meeting.
6. **Improper Influence:** A trustee shall not improperly influence or attempt to improperly influence other officials, including fellow trustees, to act at their behest. A trustee shall follow only legal and ethical procedures to bring about desired changes.
7. **Cooperation:** A trustee shall work cooperatively and effectively with governmental agencies, political subdivisions, and other organizations to further the interests of the Library.

8. **Gifts:** No trustee shall directly or indirectly solicit, accept, or receive any money or gift, whether in the form of cash, check, loan, credit, services, travel, entertainment, hospitality or any other form, under circumstances in which it could reasonably be inferred that the money or gift was intended to influence them in the performance of their official duties or was intended as a reward for any official action on their part.
9. **Complaints:** A trustee shall not act on complaints from the public or staff on Library matters but shall refer complaints to the Executive Director. Unresolved complaints may be taken up for Board action if a policy revision is necessary or legal consequences result.
10. **Investments in Conflict with Official Duties:** No trustee of the Library shall engage in or have a financial or other interest, directly or indirectly, in any activity that conflicts with their duties and responsibilities in the Library. When a trustee determines that the possibility of a personal interest conflict exists, they should, prior to the matter being considered by the Board or administration, disclose their interest (such disclosure shall become a matter of record in the minutes of the Board).
11. **Private Employment:** No trustee of the Library shall engage in, solicit, negotiate for, or promise to accept private employment or render services for private interests when such employment or service creates a conflict with or impairs the proper discharge of their official duties.
12. **Use of Library Property:** No Library trustee shall use or permit the use of property, owned or leased by the Library, for anything other than official purposes or for activities not otherwise officially approved by the Library Board of Trustees.

#### **DISTRIBUTION OF THIS CODE**

A copy of this code shall be distributed annually to, and acknowledged by, every trustee of the Library. Each trustee appointed thereafter shall be furnished a copy before entering upon the duties of their office and shall acknowledge receipt thereof.

**CONTRACTS OF PUBLIC SERVANTS WITH PUBLIC ENTITIES**  
**Act 317 of 1968**

AN ACT relating to the conduct of public servants in respect to governmental decisions and contracts with public entities; to provide penalties for the violation of this act; to repeal certain acts and parts of acts; and to validate certain contracts.

**History:** 1968, Act 317, Eff. Sept. 1, 1968;—Am. 1984, Act 81, Imd. Eff. Apr. 18, 1984.

*The People of the State of Michigan enact:*

**15.321 Public servants, contracts with public entities; definitions.**

Sec. 1. As used in this act:

(a) "Public servant" includes all persons serving any public entity, except members of the legislature and state officers who are within the provisions of section 10 of article 4 of the state constitution as implemented by legislative act.

(b) "Public entity" means the state including all agencies thereof, any public body corporate within the state, including all agencies thereof, or any non-incorporated public body within the state of whatever nature, including all agencies thereof.

**History:** 1968, Act 317, Eff. Sept. 1, 1968.

**Compiler's note:** Section 191 of Act 227 of the Public Acts of 1975 repealed MCL 4.401 to 4.410, 168.901 to 168.929, 15.321 to 15.330, 15.301 to 15.310, and 15.341 to 15.348. The Michigan Supreme Court, however, in Advisory Opinion on Constitutionality of 1975 PA 227, 396 Mich. 123, 240 N.W.2d 193 (1976), held Act 227 of the Public Acts of 1975 unconstitutional for being in violation of Mich. Const., Art. 4, § 24.

**15.322 Public servant; soliciting, negotiating, renegotiating, approving, or representing a party to a contract with public entity prohibited.**

Sec. 2. (1) Except as provided in sections 3 and 3a, a public servant shall not be a party, directly or indirectly, to any contract between himself or herself and the public entity of which he or she is an officer or employee.

(2) Except as provided in section 3, a public servant shall not directly or indirectly solicit any contract between the public entity of which he or she is an officer or employee and any of the following:

(a) Him or herself.

(b) Any firm, meaning a co-partnership or other unincorporated association, of which he or she is a partner, member, or employee.

(c) Any private corporation in which he or she is a stockholder owning more than 1% of the total outstanding stock of any class if the stock is not listed on a stock exchange, or stock with a present total market value in excess of \$25,000.00 if the stock is listed on a stock exchange or of which he or she is a director, officer, or employee.

(d) Any trust of which he or she is a beneficiary or trustee.

(3) In regard to a contract described in subsection (2), a public servant shall not do either of the following:

(a) Take any part in the negotiations for such a contract or the renegotiation or amendment of the contract, or in the approval of the contract.

(b) Represent either party in the transaction.

**History:** 1968, Act 317, Eff. Sept. 1, 1968;—Am. 1992, Act 9, Imd. Eff. Mar. 10, 1992.

**Compiler's note:** Section 191 of Act 227 of the Public Acts of 1975 repealed MCL 4.401 to 4.410, 168.901 to 168.929, 15.321 to 15.330, 15.301 to 15.310, and 15.341 to 15.348. The Michigan Supreme Court, however, in Advisory Opinion on Constitutionality of 1975 PA 227, 396 Mich. 123, 240 N.W.2d 193 (1976), held Act 227 of the Public Acts of 1975 unconstitutional for being in violation of Mich. Const., Art. 4, § 24.

**15.323 Applicability of MCL 15.322 to public servants; requirements of contract; making or participating in governmental decision; counting members for purposes of quorum; voting; affidavit; "governmental decision" defined.**

Sec. 3. (1) Section 2 does not apply to either of the following:

(a) A public servant who is paid for working an average of 25 hours per week or less for a public entity.

(b) A public servant who is an employee of a public community college, junior college, or state college or university.

(2) A contract as defined in and limited by section 2 involving a public entity and a public servant described in subsection (1) shall meet all of the following requirements:

(a) The public servant promptly discloses any pecuniary interest in the contract to the official body that has

Rendered Friday, January 3, 2020

Page 1

Michigan Compiled Laws Complete Through PA 146 of 2019

*Courtesy of www.legislature.mi.gov*

power to approve the contract, which disclosure shall be made a matter of record in its official proceedings. Unless the public servant making the disclosure will directly benefit from the contract in an amount less than \$250.00 and less than 5% of the public cost of the contract and the public servant files a sworn affidavit to that effect with the official body or the contract is for emergency repairs or services, the disclosure shall be made in either of the following manners:

(i) The public servant promptly discloses in writing to the presiding officer, or if the presiding officer is the public servant who is a party to the contract, to the clerk, the pecuniary interest in the contract at least 7 days prior to the meeting at which a vote will be taken. The disclosure shall be made public in the same manner as a public meeting notice.

(ii) The public servant discloses the pecuniary interest at a public meeting of the official body. The vote shall be taken at a meeting of the official body held at least 7 days after the meeting at which the disclosure is made. If the amount of the direct benefit to the public servant is more than \$5,000.00, disclosure must be made as provided under this subparagraph.

(b) The contract is approved by a vote of not less than 2/3 of the full membership of the approving body in open session without the vote of the public servant making the disclosure.

(c) The official body discloses the following summary information in its official minutes:

(i) The name of each party involved in the contract.

(ii) The terms of the contract, including duration, financial consideration between parties, facilities or services of the public entity included in the contract, and the nature and degree of assignment of employees of the public entity for fulfillment of the contract.

(iii) The nature of any pecuniary interest.

(3) This section and section 2 do not prevent a public servant from making or participating in making a governmental decision to the extent that the public servant's participation is required by law. If 2/3 of the members are not eligible under this act to vote on a contract or to constitute a quorum, a member may be counted for purposes of a quorum and may vote on the contract if the member will directly benefit from the contract in an amount less than \$250.00 and less than 5% of the public cost of the contract and the member files a sworn affidavit to that effect with the official body. The affidavit shall be made a part of the public record of the official proceedings. As used in this subsection, "governmental decision" means a determination, action, vote, or disposition upon a motion, proposal, recommendation, resolution, ordinance, order, or measure on which a vote by members of a local legislative or governing body of a public entity is required and by which a public body effectuates or formulates public policy.

**History:** 1968, Act 317, Eff. Sept. 1, 1968;—Am. 1981, Act 100, Imd. Eff. July 15, 1981;—Am. 1982, Act 207, Imd. Eff. July 1, 1982;—Am. 1984, Act 81, Imd. Eff. Apr. 18, 1984;—Am. 1984, Act 184, Imd. Eff. July 3, 1984;—Am. 1997, Act 145, Eff. Mar. 2, 1998

**Compiler's note:** Section 191 of Act 227 of the Public Acts of 1975 repealed MCL 4.401 to 4.410, 168.901 to 168.929, 15.321 to 15.330, 15.301 to 15.310, and 15.341 to 15.348. The Michigan Supreme Court, however, in Advisory Opinion on Constitutionality of 1975 PA 227, 396 Mich. 123, 240 N.W.2d 193 (1976), held Act 227 of the Public Acts of 1975 unconstitutional for being in violation of Mich. Const., Art. 4, § 24.

### **15.323a Construction of MCL 15.322.**

Sec. 3a. Section 2 shall not be construed to do any of the following:

(a) Prohibit public servants of a city, village, township, or county with a population of less than 25,000 from serving, with or without compensation, as emergency medical services personnel as defined in section 20904 of the public health code, 1978 PA 368, MCL 333.20904.

(b) Prohibit public servants of a city, village, township, or county with a population of less than 25,000 from serving, with or without compensation, as a firefighter in that city, village, township, or county if that firefighter is not any of the following:

(i) A full-time firefighter.

(ii) A fire chief.

(iii) A person who negotiates with the city, village, township, or county on behalf of the firefighters.

(c) Limit the authority of the governing body of a city, village, township, or county with a population of less than 25,000 to authorize a public servant to perform, with or without compensation, other additional services for the unit of local government.

(d) Prohibit public servants of this state from purchasing at a tax sale lands returned as delinquent for taxes under the general property tax act, 1893 PA 206, MCL 211.1 to 211.155, unless otherwise prohibited by the rules of the Michigan civil service commission or the department or agency of which that public servant is an employee.

(e) Prohibit a superintendent of an intermediate school district from serving simultaneously as

superintendent of a local school district, or prohibit an intermediate school district from contracting with another person to serve as superintendent of a local school district, even if the local school district is a constituent district of the intermediate school district. As used in this subdivision, "constituent district" means that term as defined in section 3 of the revised school code, 1976 PA 451, MCL 380.3.

**History:** Add. 1992, Act 9, Imd. Eff. Mar. 10, 1992;—Am. 1996, Act 203, Imd. Eff. May 17, 1996;—Am. 2011, Act 106, Imd. Eff. July 19, 2011.

### **15.324 Public servants; contracts excepted; violation as felony.**

Sec. 4. (1) The prohibitions of section 2 shall not apply to any of the following:

(a) Contracts between public entities.

(b) Contracts awarded to the lowest qualified bidder, other than a public servant, upon receipt of sealed bids pursuant to a published notice. Except as authorized by law, the notice shall not bar any qualified person, firm, corporation, or trust from bidding. This subsection shall not apply to amendments or renegotiations of a contract nor to additional payments made under a contract which were not authorized by the contract at the time of award.

(c) Contracts for public utility services where the rates are regulated by the state or federal government.

(d) Contracts to purchase residential property. A public servant of a city or village may purchase 1 to 4 parcels not less than 18 months between each purchase. This subdivision does not apply to public servants of a city or village who have been appointed or elected to their position or whose employment responsibilities include the purchase or selling of property for the city or village. This subdivision shall apply only to a city or village that has adopted an ethics ordinance which was in effect at the time the residential property was purchased.

(2) A person that violates subsection (1)(d) is guilty of a felony punishable by imprisonment for not more than 1 year or a fine of not less than \$1,000.00 or more than 3 times the value of the property purchased.

**History:** 1968, Act 317, Eff. Sept. 1, 1968;—Am. 2005, Act 198, Imd. Eff. Nov. 9, 2005.

**Compiler's note:** Section 191 of Act 227 of the Public Acts of 1975 repealed MCL 4.401 to 4.410, 168.901 to 168.929, 15.321 to 15.330, 15.301 to 15.310, and 15.341 to 15.348. The Michigan Supreme Court, however, in Advisory Opinion on Constitutionality of 1975 PA 227, 396 Mich. 123, 240 N.W.2d 193 (1976), held Act 227 of the Public Acts of 1975 unconstitutional for being in violation of Mich. Const., Art. 4, § 24.

### **15.325 Public servants, voidability of contracts; procedure, knowledge, limitation, reimbursement, settlements, evidences of indebtedness.**

Sec. 5. (1) This act is aimed to prevent public servants from engaging in certain activities and is not intended to penalize innocent persons. Therefore, no contract shall be absolutely void by reason of this act. Contracts involving prohibited activities on the part of public servants shall be voidable only by decree of a court of proper jurisdiction in an action by the public entity, which is a party thereto, as to any person, firm, corporation or trust that entered into the contract or took any assignment thereof, with actual knowledge of the prohibited activity. In the case of the corporation, the actual knowledge must be that of a person or body finally approving the contract for the corporation. All actions to avoid any contract hereunder shall be brought within 1 year after discovery of circumstances suggesting a violation of this act. In order to meet the ends of justice any such decree shall provide for the reimbursement of any person, firm, corporation or trust for the reasonable value of all moneys, goods, materials, labor or services furnished under the contract, to the extent that the public entity has benefited thereby. This provision shall not prohibit the parties from arriving at an amicable settlement.

(2) Negotiable and nonnegotiable bonds, notes or evidences of indebtedness, whether heretofore or hereafter issued, in the hands of purchasers for value, shall not be void or voidable by reason of this act or of any previous statute, charter or rule of law.

**History:** 1968, Act 317, Eff. Sept. 1, 1968.

**Compiler's note:** Section 191 of Act 227 of the Public Acts of 1975 repealed MCL 4.401 to 4.410, 168.901 to 168.929, 15.321 to 15.330, 15.301 to 15.310, and 15.341 to 15.348. The Michigan Supreme Court, however, in Advisory Opinion on Constitutionality of 1975 PA 227, 396 Mich. 123, 240 N.W.2d 193 (1976), held Act 227 of the Public Acts of 1975 unconstitutional for being in violation of Mich. Const., Art. 4, § 24.

### **15.326 Public servants, validity of existing contracts.**

Sec. 6. If any public entity has, prior to the effective date of this act, entered into any contract under which moneys, goods, materials, labor or services have been actually received by the public entity, which was void or voidable under any act, charter or rule of law because of a conflict of interest on the part of a public servant at the time of the execution thereof, such contract shall be fully enforceable notwithstanding such conflict of interest, by any party thereto other than such public servant.

**History:** 1968, Act 317, Eff. Sept. 1, 1968.

**Compiler's note:** Section 191 of Act 227 of the Public Acts of 1975 repealed MCL 4.401 to 4.410, 168.901 to 168.929, 15.321 to 15.330, 15.301 to 15.310, and 15.341 to 15.348. The Michigan Supreme Court, however, in Advisory Opinion on Constitutionality of 1975 PA 227, 396 Mich. 123, 240 N.W.2d 193 (1976), held Act 227 of the Public Acts of 1975 unconstitutional for being in violation of Mich. Const., Art. 4, § 24.

### **15.327 Penalty for violation.**

Sec. 7. Any person violating the provisions of this act is guilty of a misdemeanor.

**History:** 1968, Act 317, Eff. Sept. 1, 1968.

**Compiler's note:** Section 191 of Act 227 of the Public Acts of 1975 repealed MCL 4.401 to 4.410, 168.901 to 168.929, 15.321 to 15.330, 15.301 to 15.310, and 15.341 to 15.348. The Michigan Supreme Court, however, in Advisory Opinion on Constitutionality of 1975 PA 227, 396 Mich. 123, 240 N.W.2d 193 (1976), held Act 227 of the Public Acts of 1975 unconstitutional for being in violation of Mich. Const., Art. 4, § 24.

### **15.328 Other laws superseded; local ordinances.**

Sec. 8. It is the intention that this act shall constitute the sole law in this state and shall supersede all other acts in respect to conflicts of interest relative to public contracts, involving public servants other than members of the legislature and state officers, including but not limited to section 30 of 1851 PA 156, MCL 46.30. This act does not prohibit a unit of local government from adopting an ordinance or enforcing an existing ordinance relating to conflict of interest in subjects other than public contracts involving public servants.

**History:** 1968, Act 317, Eff. Sept. 1, 1968;—Am. 1997, Act 145, Eff. Mar. 2, 1998.

**Compiler's note:** Section 191 of Act 227 of the Public Acts of 1975 repealed MCL 4.401 to 4.410, 168.901 to 168.929, 15.321 to 15.330, 15.301 to 15.310, and 15.341 to 15.348. The Michigan Supreme Court, however, in Advisory Opinion on Constitutionality of 1975 PA 227, 396 Mich. 123, 240 N.W.2d 193 (1976), held Act 227 of the Public Acts of 1975 unconstitutional for being in violation of Mich. Const., Art. 4, § 24.

### **15.329 Repeal.**

Sec. 9. The following acts and parts of acts are repealed:

Year of act	Public Act No.	Section numbers 6 of chapter 5	Compiled Law sections (1948)
1895	3		65.6
1895	215	16 of chapter 8	88.16
1931	328	122	750.122
1955	269	969	340.969
1966	317		15.161 to 15.172

**History:** 1968, Act 317, Eff. Sept. 1, 1968.

**Compiler's note:** Section 191 of Act 227 of the Public Acts of 1975 repealed MCL 4.401 to 4.410, 168.901 to 168.929, 15.321 to 15.330, 15.301 to 15.310, and 15.341 to 15.348. The Michigan Supreme Court, however, in Advisory Opinion on Constitutionality of 1975 PA 227, 396 Mich. 123, 240 N.W.2d 193 (1976), held Act 227 of the Public Acts of 1975 unconstitutional for being in violation of Mich. Const., Art. 4, § 24.

### **15.330 Effective date.**

Sec. 10. This act shall take effect September 1, 1968.

**History:** 1968, Act 317, Eff. Sept. 1, 1968.

**Compiler's note:** Section 191 of Act 227 of the Public Acts of 1975 repealed MCL 4.401 to 4.410, 168.901 to 168.929, 15.321 to 15.330, 15.301 to 15.310, and 15.341 to 15.348. The Michigan Supreme Court, however, in Advisory Opinion on Constitutionality of 1975 PA 227, 396 Mich. 123, 240 N.W.2d 193 (1976), held Act 227 of the Public Acts of 1975 unconstitutional for being in violation of Mich. Const., Art. 4, § 24.

‘24-‘26

# Strategic Plan •

## 4th Quarter Update

2025



Information  
Ideas  
Excitement!

# 2024-2026 Strategic Goal:

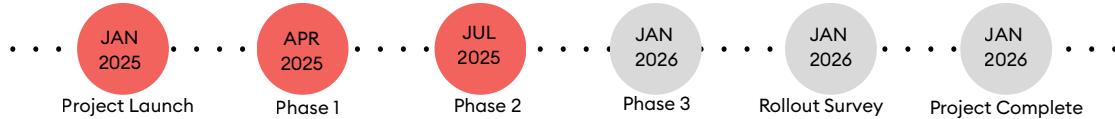
Celebrate distinctive communities by proactively prioritizing meaningful partnerships and patron relationships, finding commonalities with our neighbors, and intentionally connecting resources.



## 2025 Initiative #1

Evaluate community partnerships by accessing data to establish reciprocity and shared goals, develop a partnership intake process and prioritize relationships and partnerships at the branch and system levels to reveal where there may be gaps or overlaps. Create a “Who is My Community” sheet & map for each branch so key partnerships are highlighted and communicated.

### Project Timeline: January 2025 - January 2026



### 2025 Q4 Update

On Track      Paused/Delayed      Canceled      Completed

This quarter marked the completion of several key deliverables for this initiative. In October, *My Community Maps* were finalized and distributed to branches, giving managers ample time to share both the maps and their purpose during November in-services. The project team also refined the Salesforce Partnership Meeting Form, and updated procedures to clearly define when and how staff should use the form, so that partnerships are consistently captured and maintained.

Throughout November and December, the team shifted focus to sustainability and staff readiness. Project leader Craig Buno, Community Engagement Manager, presented the *Partnership Guide*, meeting form and *My Community Maps* to staff during a December training summit, reinforcing shared understanding across departments and roles.

Buno and his team have done an exceptional job reviewing and updating processes, procedures and forms to eliminate outdated information and reduce confusion as staff adopt these new practices. A major win for the project's long-term impact was the inclusion of every BOPS (Branch Outreach and Programming Specialist) on the project team. As key outreach coordinators for their branches, they have played a critical role in sharing and training staff on these updates.

In January, the team will release a final Communication Bulletin outlining the annual update process for the maps, highlight top community partners, and direct staff to all relevant guides, forms and procedures. A rollout survey will follow in mid-January, after which the project team will meet with the PMO to formally close out this initiative.

Strengthening Community

# 2024-2026 Strategic Goal:

Celebrate distinctive communities by proactively prioritizing meaningful partnerships and patron relationships, finding commonalities with our neighbors, and intentionally connecting resources.



## 2025 Initiative #2

Develop a comprehensive school outreach menu for branches, showcasing various ways to partner and collaborate with teachers and students. Establish clear boundaries for staff prep time and designate specific months for focused outreach efforts. This initiative aims to engage students and educators effectively while respecting the unique dynamics of each partnership.

### Project Timeline: January 2025 - November 2025



### 2025 Q4 Update

On Track

Paused/Delayed

Canceled

Completed

This quarter was an exciting one for the School Outreach Menu initiative as the project entered its final stretch. In October, a training plan introducing the menu, updated webpage, and staff time guidelines was rolled out to staff. The project team also prepared separate training for deeper learning at a youth librarian summit in December, where staff explored how these new tools should guide and strengthen their partnerships with schools.

The project closeout meeting took place on November 17 and provided an opportunity to celebrate the completion of the initiative and address questions or concerns raised through the rollout survey. Feedback was overwhelmingly positive. Staff consistently described the menu as a comprehensive, easy-to-share resource that clearly communicates what KDL offers. Many noted that it functions as a true one-stop shop for outreach, making conversations with teachers and school partners more streamlined and effective. Both staff and teachers expressed enthusiasm for the menu, with increased engagement and new partnerships with teachers already reported.

This initiative has brought greater system-wide consistency and clarity to school outreach, helping staff better understand what to offer while making services more visible and accessible for educators. The menu has also supported reconnections with schools not visited in years and sparked new ideas for future outreach efforts.

The PMO extends its warmest congratulations to project leader Julie Ralston and her team for their dedication and successful completion of this initiative: Annette Miller, Christine Bylsma, Clare O'Tsujii, Dave Fletcher, Hennie Vaandrager, Holland Rietberg-Miller, Jordan Perkins, Jennifer DeVault, Joyanne Huston-Swanson, Katie Zuidema, Morgan Hanks, Mike Golczynski, Penni Zurgable and Ty Papke.

Strengthening Community

# 2024-2026 Strategic Goal:

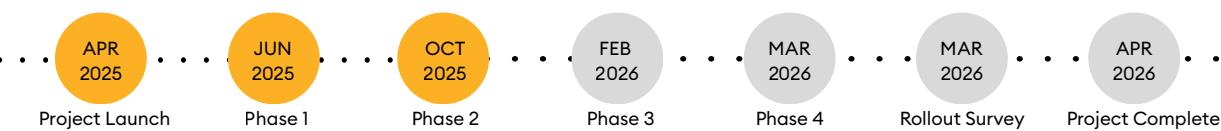
Celebrate distinctive communities by proactively prioritizing meaningful partnerships and patron relationships, finding commonalities with our neighbors, and intentionally connecting resources.



## 2025 Initiative #1

Strengthen and promote technology instruction in the library by ensuring staff have the training and equipment to assist patrons at the desk and in one-on-one sessions with emerging technologies. Evaluate tech tutoring to create clarity and centralized processes around offerings and align efforts with ENTF's digital inclusion strategies and the National Digital Inclusion Alliance to tackle the expanding digital divide with best practices and existing framework.

Project Timeline: April 2025 - April 2026



## 2025 Q4 Update

On Track

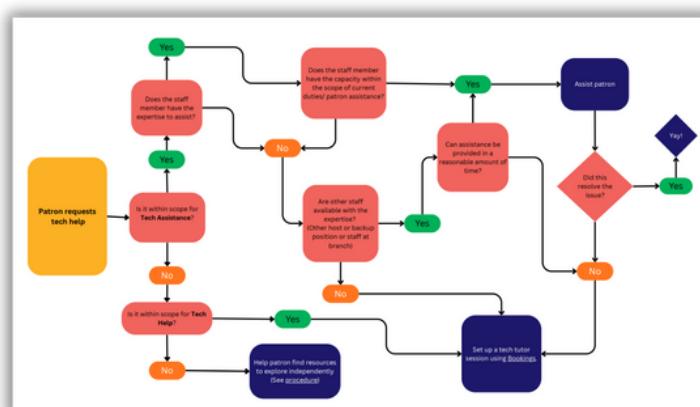
Paused/Delayed

Canceled

Completed

The Tech Tutoring initiative gained significant momentum this quarter beginning with the successful launch of its pilot phase. In October, the project team prepared for pilot rollout at the Cascade, Caledonia, Kentwood and Gaines branches, which officially launched on November 5. With the intake form fully integrated into Microsoft Bookings, the solution has proven effective, and both patrons and staff at pilot branches have shared valuable feedback through surveys. This feedback helped inform the systemwide rollout, which is taking place region by region, with all regions expected to be live by the end of January 2026.

A key milestone this quarter was establishing a clear distinction between tech help and tech assistance, defining which requests can be supported at the service desk and which require a scheduled appointment. Work is also underway to design a webpage to clearly communicate the scope of tech assistance available at KDL and guide patrons to the right level of support. The project team is excited to see all branches using Microsoft Bookings to schedule Tech Help appointments, streamlining staff workflows while improving the patron experience.



*This tech help flowchart is just one of many new or revamped training materials created by the project team to support staff*

Technology

# 2024-2026 Strategic Goal:

Celebrate distinctive communities by proactively prioritizing meaningful partnerships and patron relationships, finding commonalities with our neighbors, and intentionally connecting resources.



## 2025 Initiative #2

Collect and reflect on the egaming lab data from KDL's 3 branches. Expand esports as patron interest supports, evolving usage from open play to formal team engagement and game creation, while integrating egaming as a central STEAM component for next summer's programming to enhance educational and career opportunities for public and homeschool students.

### Project Timeline: January 2025 - December 2025



## 2025 Q4 Update

On Track

Paused/Delayed

Canceled

Completed

This quarter focused on preparations to operationalize KDL's gaming labs as this initiative moved toward formal project closeout. In October, the PMO met with the project team, along with managers and staff overseeing gaming labs, to align on best practices and shared processes to support long-term sustainability. A key outcome of this session was the designation of an esports "champion" at each location with a gaming lab to support lab success, share knowledge, maintain standards, and help guide partnerships and future direction. Additionally, centralized processes were established to support both KDL's six existing labs and the future lab planned for the Walker library expansion.

On December 11, project leader Kurt Stevens, Director of IT, met with the PMO to formally closeout the initiative. Feedback from the rollout survey highlighted strong engagement at all participating branches, with esports labs attracting new library users - particularly teens and young adults. Survey feedback also informed a Communication Bulletin, scheduled for release alongside the project closeout announcement in January, which will outline newly centralized esports procedures and the esports champion role.

While this project formally launched in 2025, esports initiatives have been part of KDL's strategic plan since November 2023. Sincere thanks are extended to Kurt Stevens, along with his team: Angela Culp, Bethany Metivier, Brad Baker, Dan Nguyen, Joyanne Huston-Swanson, Kat Glardon, and Keeva Filipek.

Technology

# 2024-2026 Strategic Goal:

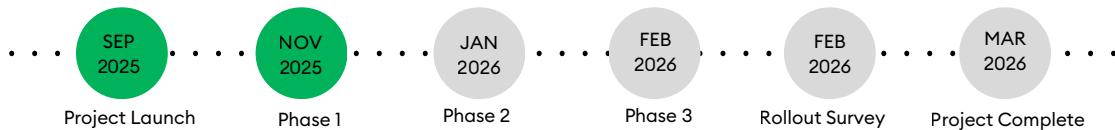
Celebrate distinctive communities by proactively prioritizing meaningful partnerships and patron relationships, finding commonalities with our neighbors, and intentionally connecting resources.



## 2025 Initiative #1

Develop a clear framework and timeline for cross-promotion and invite-back strategies within our programs to enhance visibility and engagement, and to maximize the reach and impact of our services across all branches. Establish guidelines to streamline promotional efforts and ensure consistent messaging.

### Project Timeline: September 2025 - March 2026



### 2025 Q4 Update

On Track      Paused/Delayed      Canceled      Completed

The Cross Promotion project team began the quarter with its official kickoff meeting on October 8, where meeting dates and the project's goals and deliverables were reviewed. By the end of November, the team gathered foundational information about existing programs, clarified goals, and established the structure needed to move forward with confidence.

As the project moved into Phase Two, the focus shifted to design and development, with an emphasis on active engagement and feedback from frontline staff, department leads, and cross-functional partners. These conversations have been instrumental in identifying opportunities and anticipating potential challenges early. Project leader Lulu Brown, Regional Manager I, has prioritized transparency during each phase, encouraging her team to share regular updates at branch huddles, and thoughtfully incorporating feedback into ongoing planning.

Progress continued through December as the team focused on refining early concepts. Staff input has been translated into clearer considerations and opportunities for greater consistency across locations. This feedback has helped shape solutions that are realistic and supportive of daily library operations.

The project remains on track with its projected timeline, and the team appreciates the continued support and guidance from both Randy Goble as the project sponsor and the rest of the Leadership Team as it advances toward upcoming milestones.

Core Programming

# 2024-2026 Strategic Goal:

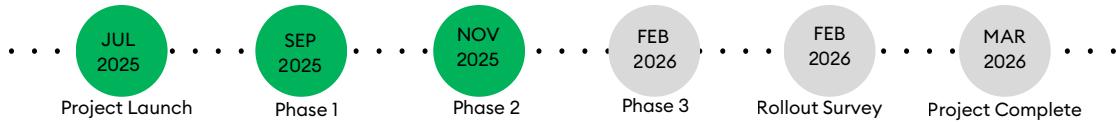
Celebrate distinctive communities by proactively prioritizing meaningful partnerships and patron relationships, finding commonalities with our neighbors, and intentionally connecting resources.



## 2025 Initiative #2

Define and establish pathways for core programs, ensuring structured development and implementation. Create a schedule to regularly reassess and refine each core program. This initiative aims to maintain program relevance, ownership and effectiveness over time.

Project Timeline: July 2025 - March 2026



### 2025 Q4 Update

On Track      Paused/Delayed      Canceled      Completed

Project leader Hennie Vaandrager, Programming and Outreach Manager, and her team made significant progress this quarter, with all Phase Two deliverables completed in November. Given the complexity and breadth of KDL programming, the team continues to move forward with a strong focus on clarity, boundaries, and sustainability as programming evolves into 2026. While opportunities for innovation are plentiful, capacity remains limited, making shared strategy and clear decision-making essential.

In December, the project moved into Phase Three, which will focus on training the organization to clearly distinguish between Core programs and branch-sponsored programs, along with establishing consistent guidelines for how programs are created and funded. Vaandrager will present this information to Managers and BOPS in January, followed by a system-wide training rollout that will also be incorporated into onboarding for all new employees.

Another key outcome of this project is the establishment of a four-year assessment cycle for all major KDL initiatives, introducing a consistent and much-needed process for evaluating staff-intensive and long-running programs. These assessments will examine usage data, budget considerations, and staff and patron feedback.

The project team is excited to see this work create space for thoughtful innovation while ensuring KDL's Core programming remains strategic, sustainable, and impactful.

Core Programming



# KPI VARIANCE REPORT: BOARD

4th Quarter 2025 (October - December)

STATUS	KPI	TARGET	ACTUAL	VARIANCE	
<span style="color: green;">●</span>	Physical Checkouts	589,094	598,145	2%	PATRON / OPERATIONAL
<span style="color: yellow;">●</span>	Digital Checkouts	616,718	610,580	-1%	
<span style="color: red;">●</span>	Visitor Count	590,691	553,172	-6%	
<span style="color: green;">●</span>	Net Promoter Score	85+	91.3	6.3%	
<span style="color: green;">●</span>	Programming Attendance	48,467	50,535	4%	
<span style="color: red;">●</span>	Branch Outreach Attendance	17,239	16,013	-7%	
<span style="color: green;">●</span>	Community Engagement Department Outreach Attendance	4,193	4,507	7%	
<span style="color: yellow;">●</span>	Engaged Cardholders	123,000	121,048	-2%	
<span style="color: green;">●</span>	Tech Effectiveness <i>(Combination of new patron tickets and percentage of resolved patron tickets)</i>	16+ points	16 points (37 avg. new monthly tickets + 75% avg. resolved tickets)	+0 points	INNOVATION
<span style="color: green;">●</span>	Projects on Time	≥ 80%	100% monthly avg.	20%	
<span style="color: green;">●</span>	Employee Turnover <i>(Projected annual total, updated quarterly)</i>	< 15%	10%	5%	CULTURE
<span style="color: green;">●</span>	Employee Engagement <i>(updated annually)</i>	31% (Gallup National Average)	73%	42%	
<span style="color: red;">●</span>	Budget Expenditures <i>(Percentage through the year vs. budget spent)</i>	100%	92% (preliminary)	-8%	FIN



# KPI VARIANCE REPORT: BOARD

2025 Annual

STATUS	KPI	TARGET	ACTUAL	VARIANCE	
<span style="color: green;">●</span>	Physical Checkouts	2,525,000	2,610,028	3%	PATRON / OPERATIONAL
<span style="color: yellow;">●</span>	Digital Checkouts	2,500,000	2,461,851	-2%	
<span style="color: yellow;">●</span>	Visitor Count	2,475,000	2,364,040	-4%	
<span style="color: green;">●</span>	Net Promoter Score	85+	89.8	4.8%	
<span style="color: green;">●</span>	Programming Attendance	225,000	226,080	0.5%	
<span style="color: red;">●</span>	Branch Outreach Attendance	75,000	70,736	-6%	
<span style="color: red;">●</span>	Community Engagement Department Outreach Attendance	25,000	20,110	-20%	
<span style="color: yellow;">●</span>	Engaged Cardholders	123,000	121,048	-2%	
<span style="color: green;">●</span>	Tech Effectiveness <i>(Combination of new patron tickets and percentage of resolved patron tickets)</i>	16+ points	16 points (47 avg. new monthly tickets + 74% avg. resolved tickets)	+0 points	INNOVATION
<span style="color: green;">●</span>	Projects on Time	≥ 80%	98% monthly avg.	18%	
<span style="color: green;">●</span>	Employee Turnover	< 15%	10%	5%	CULTURE
<span style="color: green;">●</span>	Employee Engagement	31% <i>(Gallup National Average)</i>	73%	42%	
<span style="color: red;">●</span>	Budget Expenditures <i>(Percentage through the year vs. budget spent)</i>	100%	92% <i>(preliminary)</i>	-8%	FIN



# KPI VARIANCE REPORT: LT

DEFINITIONS				
KPI	DEFINITION	OWNER	TARGET RANGES	CATEGORY
Physical Checkouts	Number of physical items checked out <i>(does not include renewals)</i>	Jennifer DeVault	<b>Green:</b> On target or above <b>Yellow:</b> Less than 5% below target <b>Red:</b> More than 5% below target	Patron / Operational
Digital Checkouts	Number of digital items checked out	Jennifer DeVault	<b>Green:</b> On target or above <b>Yellow:</b> Less than 5% below target <b>Red:</b> More than 5% below target	Patron / Operational
Visitor Count	Number of patrons who visit the physical library.	Jennifer DeVault	<b>Green:</b> On target or above <b>Yellow:</b> Less than 5% below target <b>Red:</b> More than 5% below target	Patron / Operational

KPI	DEFINITION	OWNER	TARGET RANGES	CATEGORY
Net Promoter Score	<p>NPS = % of Promoters – % of Detractors</p> <p>Patrons are asked: How likely are you to recommend KDL to others...?" and answer on a scale of 0 to 10</p> <ul style="list-style-type: none"> <li>- "Promoters" rated 9-10</li> <li>- "Detractors" rated 0-6</li> <li>- "Passives" rated 7-8</li> </ul>	Randall Goble	<p><b>Green:</b> 85 or above  <b>Yellow:</b> 80 - 84.9  <b>Red:</b> Below 80</p>	Patron / Operational
Programming Attendance	Number of attendees for programs systemwide.	Randall Goble	<p><b>Green:</b> On target or above  <b>Yellow:</b> Less than 5% below target  <b>Red:</b> More than 5% below target</p>	Patron / Operational
Outreach Attendance	Number of attendees for outreach events systemwide.	Randall Goble	<p><b>Green:</b> On target or above  <b>Yellow:</b> Less than 5% below target  <b>Red:</b> More than 5% below target</p>	Patron / Operational
Engaged Cardholders	Total number of cardholders who have used their card in the last year (opposed to ACTIVE cardholders which is 3 years - a stat required by State Aid). This is a number that is captured at the time the data is collected rather than being a quarterly average.	Randall Goble	<p><b>Green:</b> On target or above  <b>Yellow:</b> Less than 5% below target  <b>Red:</b> More than 5% below target</p>	Patron / Operational

KPI	DEFINITION	OWNER	TARGET RANGES	CATEGORY
Tech Effectiveness	A snapshot of patron-facing tickets at month end, including all new tickets opened in comparison to the number of resolved and unresolved tickets.	Kurt Stevens	<p>Criteria 1: Number of New Patron Tickets Opened in a Month</p> <p>Fewer than 30: 10 points 31 - 50: 8 points 51 - 70: 5 points More than 70: 2 points</p> <p>Criteria 2: Percentage of Resolved Patron Tickets from Total Open Patron Tickets in a Month (Open Tickets at Previous Month's End + New Tickets from Current Month)</p> <p>80% - 100%: 10 points 70% - 79%: 8 points 60% - 69% : 5 points Less than 60%: 2 points</p> <p>Combine points from both Criteria to score Green / Yellow / Red:</p> <p><b>Green:</b> 16 - 20 Points <b>Yellow:</b> 12 - 15 Points <b>Red:</b> 4 - 11 Points</p>	Innovation
Projects on Time	Percentage of total systemwide projects that are on their projected timeline.	Jaci Cooper	<p><b>Green:</b> 80% or above <b>Yellow:</b> 70-79.9% <b>Red:</b> Less than 69.9%</p>	Innovation

KPI	DEFINITION	OWNER	TARGET RANGES	CATEGORY
<b>Employee Turnover</b>	Percentage of employee resignations during the last 12 months, divided by the average number of employees for that same period. Excludes retirements, transfers, and promotions.	Brian Mortimore	<b>Green:</b> On target (15%) or below <b>Yellow:</b> 15.1 - 18% <b>Red:</b> More than 18%	Culture
<b>Employee Engagement</b>	KDL partners with Gallup each fall to conduct the Q12, twelve questions that are proven to correlate with and measure employee engagement. Gallup measures the number of engaged employees, not engaged employees, and actively disengaged employees based in their 1-5 numeric ranking of the questions.	Brian Mortimore	Above Gallup's National Average for engaged employees.  <b>Green:</b> On target or above <b>Yellow:</b> Less than 5% below target <b>Red:</b> More than 5% below target	Culture
<b>Expenditures: Budget to Actual</b>	The percentage of dollars remaining in the budget compared to the percentage KDL is through the fiscal year.	Lance Werner	<b>Green:</b> 0-2% variation <b>Yellow:</b> 3-5% variation <b>Red:</b> More than 5% variation	Financial