# PORTAGE DISTRICT LIBRARY BOARD

## Regular Board Meeting
## July 24, 2023

# NOTICE OF REGULAR MEETING

## PORTAGE DISTRICT LIBRARY BOARD

### Regular Board Meeting, Monday, July 24, 2023 | 6:00 PM

The Library Board of the Portage District Library will hold a regular meeting on Monday, July 24, 2023 at 6:00 p.m. This meeting will be held at 300 Library Lane. The purpose of this meeting is for the discussion of library business *including filtering the internet as required by E-rate*.  The Library gives notice of the following:

1. **Meeting Attendance**
   The public hearing and regular meeting is being held in person. However, the public may attend and offer public comment electronically. The Library wants to ensure participation by the public if the public cannot be physically present.

2. **Procedures**
   The public may participate in the meeting in person or electronically and may make public comment through either of the following methods. Each speaker has a time limit of three minutes. Please refer to the Policy for Public Comments at Meetings in its entirety at (https://qrco.de/bdiESq).

3. **Contact Information**
   For those people who desire to contact members of the Library Board to provide input or ask questions on any business that will come before the public body at the meeting, please contact Quyen Edwards at qedwards@portagelibrary.info prior to the start of the meeting.

4. **Persons with Disabilities**
   Persons with disabilities may participate in the meeting through the methods set forth in paragraph 2. Individuals with disabilities requiring auxiliary aids or services in order to attend electronically should notify Quyen Edwards at qedwards@portagelibrary.info within a reasonable time in advance of the meeting.

To watch the meeting online via Zoom, please click the link below at the time of the meeting:

https://us02web.zoom.us/j/87361388399

Or dial in via Telephone to listen to the meeting (for higher quality, dial a number based on your current location):

US: +1 305 224 1968  or +1 309 205 3325  or +1 312 626 6799  or +1 646 558 8656  or +1 646 931 3860  or +1 301 715 8592  or +1 253 215 8782  or +1 346 248 7799  or +1 360 209 5623  or +1 386 347 5053  or +1 507 473 4847  or +1 564 217 2000  or +1 669 444 9171  or +1 669 900 9128  or +1 689 278 1000  or +1 719 359 4580  or +1 253 205 0468

**Webinar ID:** 873 6138 8399

Dated: July 20, 2023      **Quyen Edwards**
*Library Board Secretary*

Portage District Library
300 Library Lane
Portage, MI 49002

# AGENDA

I.  **Start of Meeting**

II. **Roll Call**

III. **Comments or Requests from the Public, Board Members, or Library Staff**

The Board Chair will recognize one person to speak at a time, and each speaker must provide their name and address. Each speaker is entitled to one (1) three-minute time during this Public Comment period. Please refer to the Policy for Public Comments at Meetings in its entirety at (https://qrco.de/bdiESq) or the printed documents at the entrance to the meeting room on the evening of the Library Board Meeting.

IV. **Adoption of the Agenda for the Regular Meeting of July 24, 2023** *(1 minute) (Vote)*

V.  **Consent Agenda** *(5 minutes) (Vote)*

A.  Minutes of the regular meeting held on June 26, 2023 *(Info) Pg.5-10*

B.  June 2023 Narrative *(Info) Pg.11-12*

C.  Budget Amendment for Science Donation *(Info) Pg.13*

D.  Financial Condition for June 2023 *(Info) Pg. 14-15*

E.  Statistical Report for June 2023 *(Info) Pg. 16-17*

F.  MLA Advocacy Update *(Info) Pg.18*

G.  August 2023 Program Calendar *(Info) Pg.19*

H.  2nd Quarter Financial Report *(Info) Pg. 20-22*

I.  Monitoring Report on the Executive Limitation Policy for Minutes and Records Retention *(Info) Pg.23-24*

VI. **Governance** *(20 minutes)*

A.  Revisit Board Retreat Discussion *(Info) Pg.25*

B.  Discussion of Internet Filtering required for E-Rate funding and Approval of the Internet Policy. *(VOTE) Pg. 26-32*

VII. **Ends Development** *(60 minutes)*

A.  Presentation of the library's 3-Year Technology Plan (2024-2026) *(Info)*

B.  Final Review and approval of the preliminary FY 2024 Budget and Millage Rate for Public Inspection prior to Public Hearing at the August 28, 2023 *(VOTE)*

C.  Approval of Strategic Plan 2023-2026 with Activities *(VOTE)*

# AGENDA

**VIII.** **Library Director's Reports** *(20 minutes)*

    A.  Final remarks by Library Director for the July 24, 2023 Library Board Meeting

**IX.** **Process Evaluation** *(5 minutes total)*

    A.  Suggestions for Agenda Items to be included on the August 28, 2023 Board Meeting
        1.  Minutes of the Regular Meeting held on July 24, 2023
        2.  Public Hearing on the Proposed FY 2024 Budget and Formal Resolution to Adopt the FY 2024 Budget and Set the Amount of Millage Rate to be Levied for the Library
        3.  Monitoring Report for Executive Limitation on Compensation and Benefits for Library Employees
        4.  Monitoring Report on Executive Limitation for Treatment of Staff

    B.  Assessment of this meeting

    C.  Miscellaneous Items

**X.** **Adjournment**

# MINUTES

## I.  Start of Meeting

## II.  Roll Call

*Board Members Present:*  Ken Baker, Michele Behr, Jeanne Friedman, Cara Terry, Tom Vance, and Linda Whitlock

*Board Members Absent:*  Donna VanderVries (excused)

*Library Staff Present:*  Library Director Christy Klien, Rolfe Behrje, Quyen Edwards, Rob Foti, Lawrence Kapture, Doran Lefaive, Abby Pylar, Steve Rossio, Colin Whitehurst, and Laura Wright

*Guests Present*:  Auditor Nathan Baldermann, Rehmann Robson

## III.  Comments or Requests from the Public, Board Members, or Library Staff

Library Board Chair Tom Vance welcomed everyone to the June 26, 2023 Library Board Meeting. He asked if anyone present or online had any comments.

### A.  Comment from Trustee Terry:

Terry passed on a thank you message from a friend who was able to drop off book donations for the Friends and received help unloading at the back of the library. Terry also commented on Quyen Edward's photography display in the cafe and encouraged trustees to take a look before the display comes down at the end of the month.

### B.  Comment from Heritage Room Coordinator Steve Rossio:

Kalamazoo Valley Genealogical Society (KVGS) had their last meeting this month before the summer break. We have been working with KVGS for 20 years and they are very appreciative of the support of the library and they made a $400 donation. A person who lives out of state and worked with Olive Halstead, the person who started the Heritage Room, many years ago was at the meeting. She was so pleased to see how the library has been growing and changing over the years.

### C.  Comment from Trustee Baker:

Baker said that his author friend, Lindsay MacMillan, from Mattawan, Michigan has written and published a second book called Double Decker dreams. Baker also recommended an Art History book he found interesting.

## IV.  Adoption of the Agenda for the Regular Meeting of June 26, 2023

Library Board Chair Vance asked if there were any changes to the agenda before its adoption and there were none. Vance asked for a motion to adopt the agenda.

**MOTION:** It was moved by Trustee Friedman and supported by Trustee Baker that the Library Board adopt the agenda for the regular meeting of June 26, 2023. Vote 6-Yes, 0-No, 1-Absent (VanderVries). Motion carried.

## V.  Audit Presentation

### A.  Presentation of Audit Report for Fiscal Year 2022 by Rehmann Robson staff.

Auditor Nathan Balderman attended the meeting virtually to give his audit presentation. The Audit was issued last week with a clean opinion. New this year, was an evaluation

# MINUTES

for implementation of GASB leases, and the library has none to be recorded. Next year, we will have to look at subscription based technology arrangements (aka software leases) making sure all agreements qualify under the standard.

We saw some delays capitalizing assets following the renovation projects and making sure it was recorded properly. Baldermann thanked Business Manager Foti for all his efforts in helping the audit process run smoothly. Everything was clean and he had no additional comments or process changes for consideration this year

Baldermann reviewed the highlights from the Financial Statements including a full accrual of the library's net position, including capital assets, the Statement of Revenues, Expenditures, and Changes in Fund Balance.

The Library Board thanked Baldermann for his report and his time and thanked Business Manager Foti for handling the library's finances well.

## VI.   Consent Agenda

Library Board Chair Vance asked if there were any changes needed to the consent agenda for the June 26, 2023 board meeting before its adoption and none were requested.

A.  Minutes of the regular meeting held on May 22, 2023

B.  May 2023 Narrative

C.  Financial Condition for May 2023

D.  Statistical Report for May 2023

E.  July 2023 Program Calendar

F.   MLA Advocacy June 2023

> **MOTION:** It was moved by Trustee Friedman and supported by Trustee Baker that the Library Board approve the consent agenda for the regular meeting of June 26, 2023. Vote 6-Yes, 0-No, 1-Absent (VanderVries). Motion carried.

## VII.  Governance

### A.   Initial Discussion about Plans for the 2023 Library Board Retreat

Library Director Klien informed trustees that the Michigan Library Association Annual Conference is in Kalamazoo this year from October 18-20,. In year's past trustees have attended sessions of the conference in place of a retreat. Klien said the library has budgeted for trustee registration fees. After discussion, Klien said she would check to see what the plans are for recording sessions since some trustees have work obligations during business hours.

Klien reminded trustees that we will have the library's attorney, Anne Seurynck,at the board meeting in September to give a virtual presentation.

When asked for other suggestions for a Board Retreat, Trustee Behr suggested United for Libraries webinars or one of the presentations Every Library Institute has put together organizing against book bans.

Klien said she would do some research and bring this topic back to discuss again next month.

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**B.** Heritage Room Policy Update

June is the month that the Heritage Room Policy is up for annual review. After review for this month's board packet, Heritage Room Coordinator Steve Rossio had a request to make an addition to the policy to address how items that are removed from the Heritage Room collection may be disposed of. The sentence "Any item may be disposed of by selling, trading, donating, or recycling of said item." has been added to the Collections Policy Item F.

Heritage Room Coordinator Steve Rossio and Head of Technical Services Abby Pylar have been working on a year-long project to convert Heritage Room items to be in the library catalog and available for standard library checkout. In preparation for the completion of this project, Use Policy Item C has been completely revised.

Heritage Room Coordinator Steve Rossio also wanted to include policy regarding items loaned to the Heritage Room for research or display. Use Policy Item D reflects the procedure for items loaned to the Heritage Room.

**MOTION:** It was moved by Trustee Baker and supported by Trustee Whitlock that the Library Board approve the change to the Heritage Room Policy. Vote 6-Yes, 0-No, 1-Absent (VanderVries). Motion carried.

**C.** Creation Station and Makerspace Usage Policy Update

Library Director Klien said that due to the popularity of certain items and reviewing increased prices on certain materials, STEAM Librarian Jane Fleming has recommended adjusting costs for Makerspace items. We have adjusted the pricing for prints on Matte Paper and added Photo Glossy Paper to the Large Format Printer options after patron requests. We also have a new piece of equipment, a sublimation printer. Costs for the new equipment have been added to the end of the policy.

Other adjustments: Buttons from 10 cents to 25 cents each

3D Print Requests from a price point for the time spent printing to price by weight - 10¢ per gram with a minimum cost of $1.00

The Board expressed their thanks to STEAM Librarian Jane Fleming for the great projects happening in the Creation Station and Makerspace and for keeping track of changes in pricing.

**MOTION:** It was moved by Trustee Terry and supported by Trustee Baker that the Library Board approve the change to the Creation Station and Makerspace Use Policy. Vote 6-Yes, 0-No, 1 Absent (VanderVries). Motion carried.

## VIII. Monitoring to Assure Compliance with Executive Limitations

**A.** Presentation of Preliminary FY 2023 Budget for Portage District Library

Library Director Klien asked Business Manager Rob Foti to do an overview of the FY2024 Budget. Please feel free to ask questions. Thanks to Business Manager Foti and everyone on our staff who cover different budget lines and submit requests to get this budget completed.

Foti said this is a preliminary budget and reflects what staff have requested and reflects shifting resources and priorities according to our new Strategic Plan. At next month's meeting, after reflection, the Board can make any additional requests for changes. After July, the Proposed FY 2024 Budget will be available for public viewing. At the August 2023 meeting, the FY 2024 Budget is approved at a Public Hearing for official purposes.

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Foti said that what is being presented is a balanced budget. This document reflects what we are requesting for FY 2024. FY2025 is an estimate of where we think things are going as we plan ahead. We have seen very strong tax revenue increases this year of approximately 5%. We have reduced revenue from vending, but have increased our interest income. In total, the library's revenue is up almost $290,000. This budget also reflects an adjustment to increase our General Reserve to a level equal to 13% of this years revenue.

Foti then began a breakout explanation of library expenses for 2024 beginning with Salaries and Wages. This budget also reflects that salary levels changing over the next few years as we implement some of the suggestions from the consultant who analyzed our staff pay ranges. We are unable to implement the changes all at one time, and we will phase that in over several years at 3-5% at a time.

Foti reminded trustees that the amount the library can spend on staff health insurance is capped by PA 152 which is why the increase in Fringes and Benefits is 2.5%

Staff have been analyzing their collections and making recommendations for the future. Digital collections continue to increase, while some physical AV material are on a downswing. There is also a new category in the Library Materials budget which is Special Collections. This line will support the Library of Things and the Seed Library.

The preliminary 2023 budget also reflects an increase in online subscriptions. Library staff are recommending the purchase of Communico, an Events calendar and meeting room software, after reviewing our current service and other options available. We are also looking at an online service that patrons can use to request or to renew their library card. This product is just in the beginning stages of review, but if we make the decision to move forward with it, the money will be available in the budget. Also budgeted is trustee election costs in 2024. Because it is also a presidential election year, it is not likely that the city/county will charge us for it, however we like to be prepared in the event that those charges are incurred.

Foti said that he has talked in the past that even with the increase in square footage, the new HVAC and LED lighting has resulted in decreased utilities costs. Based on actual results, we have made the decision to decrease the budget for Gas & Electric next year Foti said that the increase in the Building Repair & Maintenance line reflects some upcoming required boiler maintenance and increased cost of cleaning services.

Foti said that the increase in the Programming lines for both Adult and Youth Services reflects staff requests. Our virtual programs have not had strong attendance this year, but our in-person programs have been very well attended. We have the technology capability for hybrid or recoded programs when appropriate. These increases will also utilize more outside performers and presenters.

Foti reported on Capital Improvement Projects where that debt payments for the Library Bond is reflected. Included in the Library Technology Projects for the upcoming year are public computer replacements and lined book drops, which include automated check in.

# MINUTES

Business Manager Foti opened the floor to questions.Trustee Terry asked for a clarification on the insurance limit amount spent on public entities. Trustee Behr asked about the patio feasibility line. Foti said that work is still being done on quotes for outdoor furniture, shade sails, and replacement flooring, but that no decision has been made at this time.

Trustees asked about the Salaries and Wages increases. Foti said the number is based on the consultant's recommendations and merit increases. Foti said there have been discussions about additional part-time positions, so the budget is set at a 5.1% increase overall. The Board indicated that they were also interested in a recommendation to earmark money for end-of-year staff bonuses. This money wouldn't have to be used, but it is available.

Trustee Behr expressed that she was glad to see an increase in physical books budget.

The Board expressed their thanks to Business Manager Foti and staff for their work on the FY2024 Budget.

## IX.   Library Director's Reports

**A.**   Final remarks by Library Director for the June 26, 2023 Library Board Meeting.

Library Director Klien said that she wanted trustees to be aware that the library has received a Request for Reconsideration for the book, Sex is a Funny Word. This book was previously challenged in 2017. She will be consulting with Head of Youth Services Laura Wright and will go through the Request for Reconsideration process as outlined in the Materials Selection Policy. Once she has responded to the request in writing, the patron has 10 days to appeal to the Library Board who will make the final decision.

Klien also wanted trustees to be aware that the library has received Requests for Reconsideration for displays for Pride Month. Just like you are hearing in the MLA Advocacy reports, our library is experiencing the same challenges. As written in the policy, Klien has 75 days to respond to the requester in writing. They would have 10 days to appeal to the Library Board if they disagree with her decision. Klien said she would keep trustees up to date regarding the status of these requests.

Klien notified trustees that she will be out on vacation July 1-July 9th. In her absence, Head of Adult Services Lawrence Kapture and Head of Youth Services Laura Wright are in charge.

Klien asked trustee for their opinion on continuing with hybrid Library Board Meetings. Some Library Boards are discontinuing the practice Trustees asked how often members of the public are logging in to the meetings. Marketing Manager Colin Whitehurst responded that this year we have only had one staff and two Board Members log in online. After discussion, the Board's opinion was to keep a virtual option through the end of 2023 and revisit the topic in December.

The library is again hosting the Lego City display! There is an opportunity for trustees to help monitor the room between Monday, July 3rd-Saturday, July 8th, not including the 4th of July Head of Youth Services Laura Wright brought a sign-up sheet . She said Youth Staff will have Lego related activities and a scavenger hunt ready for patrons. Please consider signing up to help!

# MINUTES

### X.   Process Evaluation

**A.** Suggestions for Agenda Items to be included on the July 24, 2023 Board Meeting
1. Minutes of the Regular Meeting held on June 26, 2023.
2. Final Review and Approval of Proposed Fiscal Year 2024 Budget and Millage Rate for public inspection prior to Public Hearing at the August 28, 2023 board meeting
3. 2nd Quarter Report for Fiscal Year 2023
4. Presentation of the library's 3-Year Technology Plan (FY 2024-2026)
5. Monitoring Report on Executive Limitation for Minutes
6. Records Retention Assessment of this meeting

**B.** Assessment of this meeting

**C.** Miscellaneous Items

None.

### XI.   Adjournment

Library Board Chair Vance said if there was no further business to be considered, that he would adjourn the regular board meeting of June 26, 2023.

**DISPOSITION:** The regular board meeting of June 26, 2023 was adjourned at 7:25 PM.

Recorded and Transcribed by,
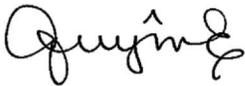
Quyen Edwards
*Library Board Secretary*

# Director's Report
## July 2023

## Adult Services

Due to an application submitted by Adult Services, the Portage District Library was selected to be a stop on the 2023 Michigan Notable Author Tour by the Library of Michigan. For our author stop, we had the pleasure of welcoming author Wade Rouse, a.k.a. Viola Shipman, on June 6th with over 80 community members in attendance. The author signing line lasted for an hour as Wade took time to meet nearly every attendee.

**Attendee reaction:** *"This program could not be improved—beginning to end A+"*



STEM Librarian Jane Fleming partnered with the Parks and Recreation Department to host our second Bioblitz on June 17th. 19 citizen scientists went to Bishop's Bog and took pictures of as much flora and fauna as possible. These pictures are uploaded to iNaturalist, where scientists identify them and this data is used to determine what the biodiversity of the area is, as well as the presence of native plants and invasive species. We had some great discussions on our two-mile hike.

Outreach Librarian Sara Weyenberg held a program for patrons to paint their own flower pots in the Maker Space.  There were 7 attendees who gathered to chat with each other, offer compliments and supportive messages to each other in regards to their projects, and use the wildly popular Maker Space.

Ruth Cowles and Rosemary Cotter prepared one hundred bags containing all the materials needed to make a sliding knot bracelet for our take-home craft program. All the bags were distributed within two business days. Patrons were very excited to receive such an easy craft.

# Youth Services

Summer Reading - Youth and Adult Staff made the decision to begin Summer Reading June 1st this year. This was a natural start date for a summer program, and it allowed Youth Staff to promote the program while school was still in session.  Registration and participation for the first month were slightly higher than in 2019 even with school still in session.  Our revised Quest Program has been the biggest surprise.  The combination of journals, staff/child engagement, screen-free activities, and the magical draw of buttons has proven to be a very popular combination. Over 500 children have participated in this program to date.

Outreach – Youth Staff participated in collaborations with the city including Bioblitz and Scalin' Up, programs inviting participants to enjoy Portage Parks and our reptile friends.

Youth Staff *Jenni Chase*, *Emily Mingle*, and *Andrea Smalley* collaborated on a Harry Potter Trivia Night with questions that challenged the family and friend teams, and themed prizes and treats.

# Information Technologies Department

The Information Technologies Department upgraded firmware to its access points and is planning upgrades to its switch stacks.  Minor adjustments have been made to its access point configurations for even better coverage and faster joining of our wireless networks.
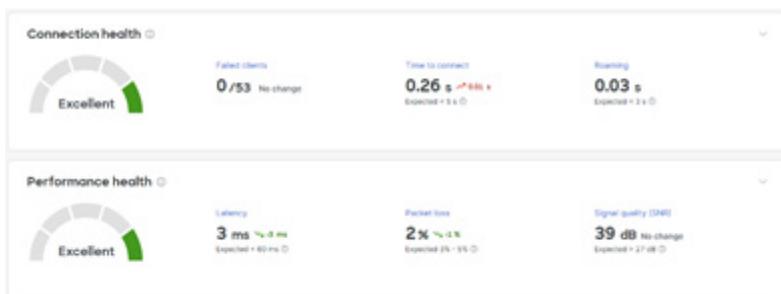


The IT department renewed and enhanced its configuration of its Cisco Umbrella filtering and DNS protection service.  Maintaining these configurations adds another layer of defense against malware, phishing and cryptomining.w

# Circulation and Technical Services Updates

During the month of June, we had 551 PASS users utilize their cards. We sent 1108 SMS messages to patrons.

# Personnel Information/HR

The Library accepted the resignation of one of its Summer Library Aides.  Additionally, the Library accepted the resignation of Kathryn Haas.  Her last day will be at the end of July.  As a result, the Library has posted her position on ALA, MLA, and the PDL website.  Work will be done to fill this position as quickly as possible as the work she has done has been very valuable to the Library.  The Library has been in contact with ElementOne to plan the second phase of the Library's wage study.  This project will begin shortly and run through the remainder of the year.

# Maintenance and Building Services

Building services involved battery replacements for AEDs, HVAC condenser micro-screens' cleaning and washed, courtyard's concrete stair nosing replacement, electrical improvements for presentations in two program rooms, diseased tree removal, repaired teen room water leak, pest control treatment, concrete sidewalk power wash, acid etch and sealing, installed new boiler water chemical feed system and participated in a homelessness webinar.

# Memo

## Budget Amendment to adjust the FY 2023
## Budget for a Designated Donation

**To:** Portage District Library Board
**From:** Christy Klien, Library Director
**Date:** July 20, 2023

BACKGROUND

On May 24, 2023, the library received a $250 donation that was designated to Science/Nature spending. After discussion with STEAM Librarian Jane Fleming, the donation will be spent on programming related to the upcoming solar eclipse on Saturday, October 14, 2023.

RECOMMENDATION:

I recommend that the Library Board approve a Budget Amendment to the Fiscal Year 2023 Budget to increase the Adult Services Programming Restricted expenditure lines by $250 for the use of these funds in FY2023.

# Financial Condition Report

## June 2023

*Executive Limitation Policy on Financial Condition and Activities:* With respect to the actual, ongoing financial condition and activities, the Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditure for board priorities established in Ends Policies. Accordingly, he or she may not:

**Policy: 1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.**

*Director's Response:*

Revenue     $7,976,433
Expenditures     $4,314,851

| Fund | 5/31/2023 | Changes | 6/30/2023 |
|------|-----------|---------|-----------|
| General Reserve (13%) | $ 727,173 | - | $ 727,173 |
| Building Reserve | 50,000 | - | 50,000 |
| Benefits Reserve | 29,741 | - | 29,741 |
| Technology Reserve | 111,305 | - | 111,305 |
| Patio Feasibility Reserve | 4,700 | - | 4,700 |
| Bldg. Improvement Reserve | 731,419 | - | 731,419 |
| Personal Property Tax Reserve | 805,946 | - | 805,946 |
| Library Endowments | 75,542 | - | 75,542 |
| Unassigned Fund Balance | 6,404,668 | - | 6,404,668 |

**Policy: 2. Indebt the organization money in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days.**

*Director's Response:* No new money has been borrowed that cannot be repaid within 60 days.

**Policy: 3. Use any long-term reserves.**

*Director's Response:* No reserves have been used.

**Policy: 4. Conduct inter-category shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.**

*Director's Response:* No Inter-category shifting has taken place.

**Policy: 5. Fail to settle payroll and debts in a timely manner.**

*Director's Response:* Payroll is processed by Paylocity. (Payroll service) bi-weekly. Payables are also Processed monthly or "as needed".

**Policy: 6. Allow tax payments or other government-ordered payments for filings to be overdue or inaccurately filed.**

*Director's Response:* All reports and tax payments are filed according to policy.

**Policy: 7. Make a single purchase or commitment of greater than $10,000 not already found in the budget. Splitting orders to avoid this limit is not acceptable.**

*Director's Response:* No unbudgeted purchase that exceeds $10,000 has been made.

**Policy: 8. Acquire, encumber or dispose of real property.**

*Director's Response:* No real property has been acquired, encumbered, or disposed.

**Policy: 9. Fail to aggressively pursue receivables after a reasonable grace period.**

*Director's Response:* All receivables are being pursued according to policy.

**Policy: 10. Fail to provide the Library Board with a one page monthly financial indicator monitoring report and a quarterly background financial monitoring report.**

*Director's Response:* A financial indicator monitoring report is provided each month and a quarterly background financial monitoring report is provided each quarter.

**Policy: 11. Fail to arrange for an external financial audit of the library services.**

*Director's Response:* An external audit of the library is conducted each year and results presented to the library board.

**Policy: 12. Fail to have appropriate authorized signatures on bank documents: Library Director, Library Business Manager and Library Board Chair.**

*Director's Response:* Appropriate authorized signatures are on all bank documents.

**Policy: 12-A. Fail to have a 2nd signature on all checks issued by the Portage District Library in an amount of $20,000 or more by one of the three designated individuals on the library's bank signature card, which would be one of the following: (1) the Library Board Chair, or (2) the Head of Adult Services, or (3) the Head of Youth Services.**

*Director's Response:* All checks received the appropriate amount of signatures.

**Policy: 13. Fail to consider approved budget when entering into financial agreements or collaborations with other entities.**

*Director's Response:* Approved budgets are considered when entering into financial agreements or collaborations with other entities.

**Policy: 14. Fail to keep the Library Board informed of any grant applications, and obtain board chair signature when required by granting agency.**

*Director's Response:* The Library Board is informed of all grant applications and the board chair's signature is obtained when required.

**Policy: 15. Fail to provide the Board Chair a list of all cash disbursements from the time of the prior Board meeting to the current Board meeting.**

*Director's Response:* A list of all cash disbursements has been provided to the Board Chair for review.

# Statistical Report

## June 2023

| | Month Statistics | | | YTD Statistics | | |
|---|---|---|---|---|---|---|
| | Jun-23 | Jun-22 | CHANGE | 2023 | 2022 | CHANGE |
| **Circulation/Collections** | | | | | | |
| ***Total Library Circulation*** | **78,227** | **70,193** | **11.45%** | **435,489** | **312,873** | **39.19%** |
| Adult - Books | 17,816 | 16,376 | 8.79% | 98,666 | 66,520 | 48.33% |
| Adult - A/V | 3,562 | 2,805 | 26.99% | 23,065 | 14,181 | 62.65% |
| Youth - Books | 33,320 | 30,339 | 9.83% | 178,584 | 103,840 | 71.98% |
| Youth - A/V | 2,966 | 2,326 | 27.52% | 16,632 | 20,984 | -20.74% |
| Hot Picks | 986 | 1,170 | -15.73% | 5,325 | 4,831 | 10.23% |
| E-Material | 17,724 | 15,512 | 14.26% | 101,253 | 97,000 | 4.38% |
| ILL - PDL Requests | 1,047 | 818 | 28.00% | 6,624 | 2,928 | 126.23% |
| ILL - Other Lib. Requests | 806 | 847 | -4.84% | 5,340 | 2,589 | 106.26% |
| ***Self-Checkout Percentage*** | **58.77%** | **64.73%** | | **53.52%** | **56.48%** | |
| ***Total Library Collection*** | **177,646** | **179,780** | **-1.19%** | | | |
| Adult - Books | 72,272 | 74,354 | -2.80% | | | |
| Adult - A/V | 13,431 | 16,833 | -20.21% | | | |
| Youth - Books | 81,132 | 77,357 | 4.88% | | | |
| Youth - A/V | 8,086 | 8,444 | -4.24% | | | |
| Hot Picks | 2,725 | 2,792 | -2.40% | | | |
| ***Net Acquisitions*** | **(137)** | **83** | **-265.06%** | **(314)** | **(5,038)** | **93.77%** |
| Purchased - Books | 1,381 | 1,873 | -26.27% | 9,070 | 7,931 | 14.36% |
| Purchased - A/V | 312 | 251 | 24.30% | 935 | 1,148 | -18.55% |
| Donated - Books | 0 | 0 | 0.00% | 1 | 0 | 100.00% |
| Donated - A/V | 0 | 0 | 0.00% | 0 | 0 | 0.00% |
| Material Discarded | (1,830) | (2,041) | 10.34% | (10,320) | (14,117) | 26.90% |
| ***Total In-House Usage*** | **0** | **0** | **n/a** | **0** | **0** | **n/a** |
| In-House Periodical Usage | n/a | n/a | n/a | 0 | 0 | n/a |
| In-House Book Usage | n/a | n/a | n/a | 0 | 0 | n/a |
| **Patrons** | | | | | | |
| ***Total Patrons*** | **33,417** | **36,009** | **-7.20%** | | | |
| Adult | 16,205 | 17,808 | -9.00% | | | |
| Youth | 3,026 | 4,193 | -27.83% | | | |
| Non-Resident | 181 | 215 | -15.81% | | | |
| Reciprocal | 3,069 | 3,726 | -17.63% | | | |
| Internet User | 465 | 280 | 66.07% | | | |
| PASS Users | 10,412 | 9,729 | 7.02% | | | |
| Professional | 59 | 58 | 1.72% | | | |
| ***Net Patrons*** | **(422)** | **534** | **-179.03%** | **(3,744)** | **639** | **-685.92%** |
| Adult | 212 | 343 | -38.19% | 1,269 | 2,398 | -47.08% |
| Youth | 36 | 99 | -63.64% | 116 | 631 | -81.62% |
| Non-Resident | 4 | 0 | 100.00% | 19 | 6 | 216.67% |
| Reciprocal | 65 | 52 | 25.00% | 350 | 169 | 107.10% |
| Internet User | 38 | 42 | -9.52% | 220 | 114 | 92.98% |
| PASS Users | 4 | 1 | 300.00% | 122 | 1 | 12100.00% |
| Professional | 1 | 2 | -50.00% | 1 | 4 | -75.00% |
| *Patrons Removed* | (782) | (5) | -100.00% | (5,841) | (2,684) | -117.62% |

# Statistical Report

| | Month Statistics | | | YTD Statistics | | |
|---|---|---|---|---|---|---|
| | Jun-23 | Jun-22 | CHANGE | 2023 | 2022 | CHANGE |
| **Circulation/Collections** | | | | | | |
| *Total Library Circulation* | **78,227** | **70,193** | **11.45%** | **435,489** | **312,873** | **39.19%** |
| Adult - Books | 17,816 | 16,376 | 8.79% | 98,666 | 66,520 | 48.33% |
| Adult - A/V | 3,562 | 2,805 | 26.99% | 23,065 | 14,181 | 62.65% |
| Youth - Books | 33,320 | 30,339 | 9.83% | 178,584 | 103,840 | 71.98% |
| Youth - A/V | 2,966 | 2,326 | 27.52% | 16,632 | 20,984 | -20.74% |
| Hot Picks | 986 | 1,170 | -15.73% | 5,325 | 4,831 | 10.23% |
| E-Material | 17,724 | 15,512 | 14.26% | 101,253 | 97,000 | 4.38% |
| ILL - PDL Requests | 1,047 | 818 | 28.00% | 6,624 | 2,928 | 126.23% |
| ILL - Other Lib. Requests | 806 | 847 | -4.84% | 5,340 | 2,589 | 106.26% |
| *Self-Checkout Percentage* | **58.77%** | **64.73%** | | **53.52%** | **56.48%** | |
| *Total Library Collection* | **177,646** | **179,780** | **-1.19%** | | | |
| Adult - Books | 72,272 | 74,354 | -2.80% | | | |
| Adult - A/V | 13,431 | 16,833 | -20.21% | | | |
| Youth - Books | 81,132 | 77,357 | 4.88% | | | |
| Youth - A/V | 8,086 | 8,444 | -4.24% | | | |
| Hot Picks | 2,725 | 2,792 | -2.40% | | | |
| *Net Acquisitions* | **(137)** | **83** | **-265.06%** | **(314)** | **(5,038)** | **93.77%** |
| Purchased - Books | 1,381 | 1,873 | -26.27% | 9,070 | 7,931 | 14.36% |
| Purchased - A/V | 312 | 251 | 24.30% | 935 | 1,148 | -18.55% |
| Donated - Books | 0 | 0 | 0.00% | 1 | 0 | 100.00% |
| Donated - A/V | 0 | 0 | 0.00% | 0 | 0 | 0.00% |
| Material Discarded | (1,830) | (2,041) | 10.34% | (10,320) | (14,117) | 26.90% |
| *Total In-House Usage\** | **0** | **0** | **n/a** | **0** | **0** | **n/a** |
| In-House Periodical Usage | n/a | n/a | n/a | 0 | 0 | n/a |
| In-House Book Usage | n/a | n/a | n/a | 0 | 0 | n/a |
| **Patrons** | | | | | | |
| *Total Patrons* | **33,417** | **36,009** | **-7.20%** | | | |
| Adult | 16,205 | 17,808 | -9.00% | | | |
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| Professional | 1 | 2 | -50.00% | 1 | 4 | -75.00% |
| *Patrons Removed* | *(782)* | *(5)* | *-100.00%* | *(5,841)* | *(2,684)* | *-117.62%* |

# MLA ADVOCACY NEWS

## July 2023

## Partner with National Voter Registration Day 2023

MLA has signed on to partner with National Voter Registration Day 2023 and we encourage libraries to join us! First observed in 2012, National Voter Registration Day is a nonpartisan civic holiday celebrated every September. This year, National Voter Registration Day is September 19, 2023.

According to U.S. Census data from 2020, as many as 1 in 4 eligible Americans are not registered to vote. Every year, millions of Americans find themselves unable to vote because they miss a registration deadline, don't update their registration, or aren't sure how to register. National Voter Registration Day wants to make sure everyone has the opportunity to vote.

The day involves volunteers and organizations from all over the country hitting the streets in a single day of coordinated field, technology and media efforts. National Voter Registration Day seeks to create broad awareness of voter registration opportunities to reach tens of thousands of voters who may not register otherwise. For more information about becoming a partner, see https://nationalvoterregistrationday.org/2023-partner-sign-up/

# PDL Events

## August 2023

**Family Summer Reading Program Final Party**
Thursday, August 3rd
6:00 PM - 7:30 PM

**Drop-In Hours@ Makerspace**
Thursday, August 3rd
6:00 PM - 8:00 PM

**Friends of the Library Members Only Sale**
Friday, August 4th
4:00 PM - 5:30 PM

**Friends of the Library Book Sale**
Saturday, August 5th
9:00 AM - 3:00 PM

**Teen Summer Reading Pizza Party**
Tuesday, August 8th
6:30 PM - 7:30 PM

**Make It @ The Library: Laser Engraved River Rock Pendants**
Wednesday, August 9th
3:00 PM - 4:30 PM

**Drop-In Hours @ Makerspace**
Thursday, August 10th
6:00 PM - 8:00 PM

**STEM Storytime - How do animals keep cool?**
Friday, August 11th
10:00 AM - 11:00 AM

**Introduction to Watercolors**
Saturday, August 12th
2:00 PM - 3:30 PM

**Drop-In Hours @ Makerspace**
Monday, August 14th
2:00 PM - 4:00 PM

**Introduction to Watercolors**
Monday, August 14th
6:30 PM - 8:00 PM

**Adult Sewing: Wide Legged Joggers**
Tuesday, August 15th
6:00 PM - 8:00 PM

**Kindergarten Readiness**
Wednesday, August 16th
1:30 PM - 3:00 PM

**Drop-In Hours@ Makerspace**
Wednesday, August 16th
2:00 PM - 4:00 PM

**Make It @ The Library: Laser Engraved River Rock Pendants**
Wednesday, August 16th
6:30 PM - 8:00 PM

**Drop-In Hours@ Makerspace**
Thursday, August 17th
6:00 PM - 8:00 PM

**Great Crossings: A Presentation of Sailing Adventure by Robert M Weir**
Thursday, August 17th
7:00 PM - 8:00 PM

**Adult Take-Home Craft: Paper Succulent**
Friday, August 18th
3:00 PM - 6:00 PM

**Kalamazoo Macintosh Users Group**
Saturday, August 19th
9:00 AM - 12:00 PM

**Drop-In Hours @ Makerspace**
Monday, August 21st
2:00 PM - 4:00 PM

**Recipe Swap: Fall Favorites**
Monday, August 21st
7:00 PM - 8:00 PM

**Make It @ The Library: Laser Engraved River Rock Pendants**
Tuesday, August 22nd
10:00 AM - 11:30 AM

**Adult Sewing: Wide Legged Joggers**
Tuesday, August 22nd
6:00 PM - 8:00 PM

**Drop-In Hours @ Makerspace**
Wednesday, August 23rd
2:00 PM - 4:00 PM

**Sundaes and Sharing with Storyteller Madalene Big Bear**
Wednesday, August 23rd
7:00 PM - 8:00 PM

**Drop-In Hours @ Makerspace**
Thursday, August 24th
6:00 PM - 8:00 PM

**Kid's Trading Card Club**
Thursday, August 24th
6:00 PM - 8:00 PM

**Pub(lic) Library Trivia**
Thursday, August 24th
6:30 PM - 8:30 PM

**Kalamazoo Plant It Forward - August Swap**
Saturday, August 26th
10:00 AM - 12:00 PM

**Drop-In Hours@ Makerspace**
Monday, August 28th
2:00 PM - 4:00 PM

**Make It @ The Library: 3D Design and Print a Pencil Holder with Tinkercad**
Tuesday, August 29th
6:30 PM - 7:30 PM

**Adult Sewing: Wide Legged Joggers**
Wednesday, August 30th
2:00 PM - 4:00 PM

**Drop-In Hours @ Makerspace**
Wednesday, August 30th
2:00 PM - 4:00 PM

**Drop-In Hours @ Makerspace**
Thursday, August 31st
6:00 PM - 8:00 PM

# 2nd Quarter Financial Report 2023

## Revenue

Percent of Year Gone -->      50%

| General Ledger Category | 2nd Qtr Actual | % of Annual Budget | 2023 Annual Budget | YTD Actual | YTD Actual+Enc. | YTD % Received |
|---|---|---|---|---|---|---|
| Total Tax Revenue | $ 108,891 | 2% | $ 5,303,902 | $ 5,307,498 | $ 5,307,498 | 100% |
| State Aid Revenue | 28,348 | 7% | 405,431 | 396,807 | 396,807 | 98% |
| Other Revenue | 116,681 | 88% | 133,050 | 198,321 | 198,321 | 149% |
| Revenue (To)/from Reserves | 22,785 | 2% | 1,172,607 | 1,172,607 | 1,172,607 | 100% |
| Other Financial Sources | 901,200 | 93% | 964,100 | 901,200 | 901,200 | 93% |
| **Total Revenue** | **$ 1,177,905** | | **$ 7,979,090** | **$ 7,976,433** | **$ 7,976,433** | **100%** |

## Expenses

| General Ledger Category | 2nd Qtr Actual | % of Annual Budget | 2023 Annual Budget | YTD Actual | YTD Actual+Enc. | YTD % Spent |
|---|---|---|---|---|---|---|
| Total Salaries & Wages | $508,583 | 27% | $ 1,858,492 | $886,013 | $886,013 | 48% |
| Total Fringes & Benefits | 135,069 | 19% | 720,772 | 318,622 | 319,354 | 44% |
| Total Library Materials | 148,735 | 20% | 736,519 | 333,999 | 431,044 | 59% |
| Total Utilities | 35,418 | 18% | 200,720 | 55,211 | 55,211 | 28% |
| Total Buildings | 70,838 | 22% | 318,223 | 100,172 | 155,421 | 49% |
| Total Furnishings & Equipment | 86 | N/A | 21,400 | 86 | 10,464 | N/A |
| Total Supplies | 20,388 | 10% | 196,954 | 45,654 | 82,928 | 42% |
| Total Professional Services | 80,569 | 19% | 433,106 | 149,131 | 219,426 | 51% |
| Total Other Charges | 40,719 | 9% | 476,804 | 196,013 | 229,928 | 48% |
| Other Financial Uses | 901,200 | 93% | 964,100 | 901,200 | 901,200 | 93% |
| **TOTAL OPER. EXPENSES** | **$ 1,941,605** | | **$ 5,927,090** | **$ 2,986,101** | **$ 3,290,989** | **56%** |
| | | | | | | |
| TOTAL CAPITAL PROJECTS | $ 939,440 | 46% | $ 2,052,000 | $ 925,762 | $ 1,023,862 | **50%** |
| | | | | | | |
| **TOTAL EXPENSES** | **$ 2,881,045** | **36%** | **$ 7,979,090** | **$ 3,911,863** | **$ 4,314,851** | **49%** |

| EFFECT ON FUND BALANCE * | $ (1,703,140) | | $ - | $ 4,064,570 | $ 3,661,582 | |
|---|---|---|---|---|---|---|

| Cash Flow Analysis of all money including prior year(s) | |
|---|---|
| 12/31/21 Audited Total cash (Fund Equity*) minus liabilities | $ 8,940,493 |
| + 2023 Revenues | 7,075,233 |
| - 2023 Operating Expenses | 2,084,901 |
| - Capital Projects | 925,762 |
| - General Reserves | 727,173 |
| - Building Reserves | 50,000 |
| - Benefits Reserve | 29,741 |
| - Technology Reserve | 111,305 |
| - Patio Feasibility Reserve | 4,700 |
| - Personal Property Tax Reserve | 805,946 |
| - Building Improvement Reserve | 731,419 |
| - Library Endowments | 75,542 |
| - Encumbrances | 402,988 |
| Total available cash as of 6/30/2023 (Fund Balance*) | $ 10,066,249 |

* Please Note: Effect on Fund Balance represents the Effect that the current period has on the overall cash position of the Library. This does not represent any individual expense line.

* Fund Equity is defined as the excess of fund assets and resources over fund liabilities. The Fund Balance is the Fund Equity minus any reserves.

***Property Taxes -*** Property Tax collections are on pace for this time of year. The Library has collected slightly more than its budgeted revenue for the year. The Library will continue to collect delinquent Personal Property Tax as they are paid in the current year and additional years. Chargebacks for propery tax appeals by the City of Portage and County of Kalamazoo are budgeted at $12,500 and have only been $231 for the year. This amount will increase as the year goes on, but has been under budget in prior years.

***State Aid Revenue -*** The Library has received its first of two State Aid payments for the year. The first payment was $28,348 and it is anticipated that the second payment will equal that amount. The Library has received its distribution from the Local Community Stabilization Fund for eliminated personal property tax. The distribution was $368,459. This amount was $1,972 less than budgeted. It is anticipated that this amount will be made up for by State Aid payments from the State of Michigan, once received.

***Revenue from Reserves -*** This category is used to track the inflow of funds from the various Reserve accounts, as well as from Unassigned Fund Balance. As part of the Library's FY2023 budget, the library will maintain 13% of its budget in its General Reserve. In doing so, the General Reserve from the prior year will be increased by $30,633 in FY2023. Funds have been added to the FY2023 budget for the following items: prior year encumbrances ($1,160,056); donations received in FY2022 ($31,575); and unspent creation station funds from FY2022 in the amount of $11,607.

***Other Revenue -*** Other Revenue appears slightly ahead of pace for this time of year. Interest income will be collected throughout the year as interest is earned. Revenue from interest in the 2nd quarter has already surpassed the annual budget for this area. Fines and Fees are slightly ahead of pace. The Library does not budget for donations, but instead chooses to request budget amendments when they are received and needed for use. The Library has received approximately $19,243 of donations and grants to date. Penal Fines are budgeted at $50,000, but will not be collected until July. The Library received a distribution from the Michigan Municipal Risk Management Authority (MMRMA) for building insurance premiums in the amount of approximately $18,000. This amount will be included in the 3rd quater report.

***Other Financing Sources/Uses -*** The Library pays its debt obligation out of its Debt Serice Fund, and not the General Fund that is used for the vast majority of Library activity. Therefore, this line represents a transfer of funds from the General Fund to the Debt Service Fund to service the debt payment. Debt payments are due on May 1 and November 1. The May 1st debt paymentwas made by ACH on April 24, 2023.

***Salaries & Wages -*** Salaries & Wages are slightly below pace for this time of year. The Library is close to fully staffed, but does currently have 1 part-time position open in the Circulation Department. Onother position is vacant and on hold to be filled until a determination can be made as to the area of greatest need. A full-time position will become vacant at the end of July and the Library is actively working to fill that position.

***Fringes & Benefits -*** Fringes & Benefits are less than 25% expended as of June 30, 2023. This is due to three (3) employees opting out of the Library's insurance plan and picking up a spouse's insurance plan. Based on this scenario, there should be a surplus of funds at the end of the year.

***Library Materials -*** This category shows that it is ahead of pace for this time of year. This is due to a large amount of encumbered funds coming into FY2023 from the prior year and those corresponding purchases occurring in the first half of the year. The effect of those encumbrances will ease as the year progresses.

***Utilities -*** Utilities are under budget for this time of year. Gas & Electric comprise the largest expenditure line in this category and expenditures have been below budget. At the time of preparing the FY2023 budget, the Library was unsure of the extent new energy efficient equipment would have on gas & electric usage. So far, gas & electric expenditures are trending much lower than expected. This category should be under budget at year-end.

***Building -*** Year-to-date actual and encumbrances are slightly less than the 50% target.  All projected costs for contracted services, snow removal and library grounds projects and contracts are on pace with anticipated costs.

***Furnishings & Equipment -*** The funds in this category are from FY2022 donations and are designated for specific projects.  These projects should be completed by the end of the fiscal year.

***Supplies -*** The supply category is slightly below of the 50% target for this time of year.  The majority of accounts in this category are used on an as needed basis.  The library has tried to adopt a very conservative approach to it spending for lines such as supplies.

***Professional Services -*** This category is slightly higher than the 50% target for several reason.  The Library has several lines that have encumbrances established or have been invoiced for annual services, such as online subscriptions, strategic planning and the annual audit.  There are no concerns at this point with any lines within this category being over budget for the year.

***Other Charges -*** This category is on pace for this time of year. Lines in this category include programming, training and maintenance and support for the various hardware and software located throughout the Library.  There are several contracts that begin in January or February of the year. Therefore, a significant portion of the budget is used early in the year for these annual contracts.

***Capital Projects -*** This category is on pace for this time of year.  The Library's renovation project is substantially done and the Library is analyzing furniture needed, as funds originally planned for these purchases were cut from the budget during construction.  The Library will make its debt payments in October.  Lastly, the Library will work to complete all of it technology projects for the year.

# Monitoring Report on the Executive Limitation Policy for Minutes and Records Retention

## August 2023

As an elected, public governance body, the Library Board will generate and retain official board meeting minutes and other board records in a manner that complies with the Michigan Open Meetings Act (Public Act No. 267 of 1976, as amended.)

**Policy:** **1. Minutes will be produced for all library board meetings, and will contain:**

    a. Information about the agenda topics, and the date, time and location of the board meeting.

    b. A list of all attendees/absentees.

    c. A brief summary of any public comments, staff presentations or discussions.

    d. A record of any decisions made at the meeting; motions made with the results (may include a very brief summary); and a record of all roll-call votes.

    e. A listing of other topics discussed (may include a very brief synopsis of the discussion.)

    f. A list of unresolved issues or other items to be carried forward to the next month (may include a brief discussion).

    g. References to any pertinent supporting documents, as deemed appropriate by the Library Director, Board Secretary or as requested by the Library Board.

*Director's Response:* The contents of the minutes produced for the Portage District Library Board include: (1) date, time, location and agenda topics for the meeting; (2) list of attendees and absentees; (3) summary of public comments and all other discussions; (4) a record of decisions and motions made and votes taken; (5) a list of other topics discussed; (6) a list of unresolved issues or other items to be handled at a future date; and (7) references to pertinent supporting documents.

In compliance with the State of Michigan's OPEN MEETINGS ACT 267 of 1976, requiring **proposed minutes to be available for public inspection within (8) business days after the meeting**, the board meeting minutes are e-mailed to trustees for review, made available at the Adult Information Desk for public inquiry, and kept on file in the Library Office for easy access and referral. A list of any issues needing further consideration is maintained and used to generate agenda items for subsequent board meetings. **Approved minutes will be available for public inspection within (5) business days after the meeting** and are made available on the library's website, at the Adult Information Desk, and kept on file in the Library Office for easy access and referral.

Every effort is made to produce professional, informational and accurate minutes of board meetings that will be retained in Library Archives as the only permanent record of Library Board activities and the chronological progress of the Portage District Library over the years.

**Policy:** **2. RETENTION of library board meeting official minutes, notes, and audiotapes will be kept according to the official record retention schedule adopted by the State of Michigan as follows:**

a. For open session library board meetings, official minutes will be **retained indefinitely.**

b. For open session library board meetings, **recordings will be retained until official minutes are approved by the Library Board,** after which the recordings will be deleted.

c. For open session library board meetings, **notes taken by the Library Board Secretary for the purpose of producing official board meeting minutes will be retained until official minutes are approved by the Library Board,** after which the notes will be deleted.

d. For closed sessions of library board meetings, official minutes will be recorded but will not be available for public inspection unless disclosure is required by a civil action. **These closed session minutes may be destroyed one year (365) days and (1) day after approval of the minutes of the regular meeting at which the closed session was approved.**

NOTE: Except for minutes taken during a closed session, all minutes are considered public records, open for public inspection, and must be available for review (on the library's website and in print) as well as copying at the address designated on the public notice for the meeting.

*Director's Response:* The process for retaining minutes of Library Board meetings is followed according to this Executive Limitation Policy. The Board Secretary maintains all Library Board meeting files and complies with all retention period requirements.

Open session board meeting minutes in print are kept indefinitely. Recordings and notes for each open session library board meeting are kept until official minutes are approved by the Library Board and are subsequently destroyed.

After each board meeting, minutes are filed by board meeting dates in both the Library Office and in library archives in the Heritage Room. These files are weeded at the end of the fiscal year and old board meeting files with minutes are rotated out of the active file into the Business Storage Room.

Closed session minutes are kept separately from regular session minutes, and are not made available to the public.

# Memo

## Continued Discussion About Plans for 2023 Library Board Retreat

**To:** Portage District Library Board
**From:** Christy Klien, Library Director
**Date:** July 19, 2023

Background:

The Portage District Library Board typically holds an Annual Retreat in the fall. Over the years, trustees have participated in many different activities for their retreat. It is usually a learning opportunity for trustees and library administrative staff to experience together. In the past few years, the Library Board Retreat time has been used to rewrite the Library's mission, vision, and values statements, and complete a Strategic Plan for the Library with facilitator Amanda Standerfer.

The Library Board began board retreat discussions at the June 26, 2023, meeting and requested to continue the discussion at the July 24, 2023, meeting.

# Memo

## Internet Filtering Discussion

**To:** Portage District Library Board
**From:** Christy Klien, Library Director
**Date:** July 20, 2023

BACKGROUND:

The Portage District Library is required to discuss internet filtering annually at a public board meeting in accordance with Children's Internet Protection Act (CIPA) in order to apply for USF E-Rate funding.

The FCC statement is as follows:

"Schools and libraries subject to CIPA may not receive the discounts offered by the E-rate program unless they certify that they have an Internet safety policy that includes technology protection measures. The protection measures must block or filter Internet access to pictures that are: (a) obscene; (b) child pornography; or (c) harmful to minors (for computers that are accessed by minors). Before adopting this Internet safety policy, schools and libraries must provide reasonable notice and hold at least one public hearing or meeting to address the proposal."

The library currently has an Internet Policy that addresses the above requirement. In Section III of the Library's Internet Policy we state that all library workstations and all library wireless connections are filtered to comply with Children's Internet Protection Act ("CIPA") and Michigan's Public Act 212 of 2000 ("PA 212").

The library uses the following technology and services to comply with its policy. Cisco Umbrella has been configured to filter DNS requests from all wired and wireless devices at the Portage District Library in accordance with CIPA. The filtering profile has been extended to remote proxy and anonymizers categories to prevent a means to bypass its filtering. The library utilizes MobileBeacon and Sprint (now T-Mobile) to apply CIPA filtering on all of its circulating hotspots.

RECOMMENDATION:

I recommend that the Library Board vote to continue to maintain its CIPA compliant Internet Policy and allow the library to pursue USF E-Rate funding for all eligible technology and services.

**Portage District LIBRARY**

# Computer and Internet Use Policy

## I. General Statements Regarding Internet.

### A. Internet Access.

The Portage District Library provides access to a broad range of information resources, including those available through the Internet. Access to the Internet enables the Library to expand its information services significantly. This Policy applies to both the Library owned computers and wireless access available at the Library.

### B. Validity of Information.

The Internet offers access to a wealth of information and Internet sites including useful ideas, information and opinions from around the world. However, not all sources on the Internet provide information that is accurate, complete or legal. Internet Users will need to evaluate for themselves the validity of the information found.

### C. Library Does Not Endorse Information on Internet.

Because the Internet is a vast and unregulated information network, it also enables access to information, ideas and commentary beyond the confines of the Library's mission, selection criteria,and collection development policies. The provision of access does not mean or imply that the Library endorses or sanctions the content or point of view of any of the information or commentary that may be found on the Internet.

### D. View Internet at Own Risk.

The Internet may contain information that is controversial, sexually explicit or offensive. Users are cautioned that ideas, points of view and images can be found on the Internet that are controversial, divergent and/ or inflammatory. Because of this and the fact that access points on the Internet can and do change often, rapidly and unpredictably, the Library cannot protect individuals from information and images which they might find offensive,disturbing or inaccurate. Library patrons use the Internet at their own risk. Parents or guardians of minor children are responsible for their child's use of the Internet through the Library's connection as stated more fully below.

### E. No Liability.

The Library assumes no responsibility for any damages, direct or indirect, arising from its connections to the Internet. Patrons shall use Library computer hardware and software at their own risk. The Library is not responsible for equipment malfunction, loss of data, any damages to the User's disks, data, or electronic transactions of any type. The Library is not responsible for the loss of any portable media.

## II. Nature of the Public Library Setting.

### A. Respect Others.

Because Library Users of all ages, backgrounds and sensibilities are using the computers, Library patrons are asked to be sensitive to other's values and beliefs when accessing potentially controversial information and images.

### B. Use with Caution of Risks.

Users are cautioned that, because security in an electronic environment such as the Internet cannot be guaranteed, all transactions,files and communications are vulnerable to unauthorized access and use.

# III.  Internet Filtering; Children Under 18

## A. Internet Filtering – General.

### i. Filtered Access.

In order to comply with the requirements of the Children's Internet Protection Act ("CIPA") and Michigan's Public Act212 of 2000 ("PA 212"), all computer terminals are filtered. Further, the Library's wireless access is also filtered. Filtered access means the computer or wireless system has a program installed that is designed to restrict minors[1] from receiving obscene material or sexually explicit material that is harmful to minors as defined by PA 212 and visual depictions that are obscene, child pornography or harmful to minors as defined by CIPA. This filtering method is designed to prevent access by minors to inappropriate matter on the Internet. Children under the age of18 shall only use the Library computers designated and posted for use by minors.

### ii. Safety of Minors Regarding E-Mail.

The Library does not filter e-mail or other direct electronic communications. It is the responsibility of the parent or guardian to educate the minor on safety and security and monitor the use of these communications.

### iii. Internet Access.

Patrons wishing to access the Library's workstations must possess a valid library card or internet user card. If a patron doesn't have either then he/she must register for a card at the Checkout desk. Then, the patron must read and accept the Library's Internet Use Policy. All patrons should be able to show proof of identification if requested by a staff member.

## B. Internet Filtering – Patrons 18 Years of Age or Older.

### i. Disable Filters.

Patrons 18 years of age or older may request to have the filters disabled for bona fide research or other lawful purposes. The Library's wireless access cannot be disabled, so any patron who desires to have the filters disabled must use the Library's computers.

### ii. Unblock Sites.

Individuals 18 years of age or older who believe an Internet site has been improperly blocked can request that the site be"unblocked." A decision on the site's status will be made by the Director or his or her designee, who will prepare a written reply to the individual submitting the form.

## C. Internet Filtering – Patrons Under 18 years of Age.

### i. Responsibility of Parents and Legal Guardians.

As with other materials in the Library's collection, it is the Library's Policy that parents or legal guardians are responsible for deciding which library resources are appropriate for their children. The Library urges parents and guardians to discuss Internet use with their children and to monitor their use of this educational tool. Parents and youth patrons are encouraged to talk to the Librarian regarding both the benefits and pitfalls inherent in its use.

### ii. Un-filtering Terminals.

Minors who are 17 years old may only have the filters (filters used to filter visual depictions of obscenity, child pornography and material that is deemed harmful to minors as prohibited by CIPA) disabled on a computer used by that patron for (1) bona fide research or other lawful purposes and (2) only if a parent or legal guardian has accompanied them to the Library and is sitting at the computer station or terminal at all times. Patrons under the age of 17 may not ask for the workstation to be unfiltered pursuant to the requirements of CIPA.

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[1] Under Michigan Law, "adults" are 18 years of age or older. CIPA defines an adult as 17 years of age or older. As required by CIPA, 17 year olds may have the filter disabled, but only as specifically described in Section C.3 below.

**iii. Unblocking Websites.**

Patrons under the age of 18 may request in writing that a particular site be unblocked, but only if the site does not include obscene or sexually explicit material deemed harmful to minors or other material prohibited by law. The Library Director shall make that determination.

## IV. Procedure for Use.

### A. Reservation/Time Limits.

i. If a User wishes to use the Internet station, the User may use a computer if he/she has a valid library card or internet user card. Internet computers are available on a first come first served basis. There are no waiting lists and time extensions are not granted when library computers are at capacity.

ii. Patrons are required to sign in using their valid barcode and pin.

iii. The Patron must possess a valid (not expired) library card or internet user card.

iv. The User may sign up to use the Internet station for periods of only one(1)hour at a time for one time per day. Use of the Internet stations is available on a first come, first served basis. If no one is waiting, the User may use the terminal for additional 30 minute increments until another User signs up to use the terminal.

v. Patrons must sign out by clicking the "End Session" button. Upon clicking the button the computer will reboot and reset the computer for the next patron.

### B. Availability.

The public computers are only available for use by Users if they are not being used for Library purposes, such as classes, staff training or special programs. The Library reserves the right to have first priority of use for Library uses, sponsored events or co-sponsored events. Library patrons should be aware that there are some computers that are limited to only the online public access catalog and research databases and have been kiosked for the intended use. The online public access computers are available on a first come, first served basis.

### C. Closing.

All computers and printers are shut down ten (10) minutes before the Library closes.

### D. Reimbursement for Printing.

The library has a print vending system through which Patrons pay for printed materials. Currently the Library charges ten ($.10)cents a page for black and white printing and seventy-five ($.75) a page for color printing. Print jobs are retained for reprinting purposes until the end of the day at which time the print jobs are purged. The Patron shall be responsible for all printing costs, so Patrons are encouraged to use "print preview" so that they are aware of the number of copies.

## V. Acceptable Use.

All Users of the Library's Internet connection and workstations are expected to use this resource in a responsible and courteous manner, and to follow all rules and procedures as established in this Policy.

### A. Lawful Use.

The Library Internet connection and workstations shall be used in a lawful manner. The Library's Internet and workstations cannot be used for any fraudulent or unlawful purpose prohibited under any applicable federal, state or local law, including, but not limited to, accessing material that can be classified as obscene or child pornography.

**B. Intellectual Property.**

Users must respect intellectual property rights and obey the copyright laws of the United States and all other intellectual property rights. Responsibility for any consequences of copyright infringement or violations of other laws or agreements lies with the User. The Library expressly disclaims any liability or responsibility resulting from such use.

**C. Use Must Not be Harmful to Minors.**

Michigan law prohibits Users from allowing minors access to sexually explicit materials harmful to minors. Internet Users shall also not permit any minor to view sexually explicit material or any other material deemed harmful to minors.

**D. Compliance with Patron Behavior.**

The same rules apply to the use of the Internet as with the use of any other Library materials. The Library has adopted a Patron Behavior Policy. All Internet Users must comply with the Library's Patron Behavior Policy, which shall be posted in the Library.

**E. Privacy; Unauthorized Access.**

Users must respect the privacy of others by not misrepresenting oneself as another User; by not attempting to modify or gain access to files, passwords or data belonging to others; and by not hacking or seeking disallowed access to any computer system via the Internet.

**F. Time Limit.**

Failure to leave a computer terminal upon the expiration of the allotted time is a violation of this Policy.

**G. Personal Software Prohibited.**

The Users shall refrain from use of personal software, the attachment of equipment to the Library's computers or networks or the modification of any operating system or network configuration. The User shall also refrain from downloading/uploading files to/from the Library's computers.

**H. System Modifications.**

Users are not permitted to change the security setup,operating systems, the network configuration or any other configuration of any Library computer workstation without authorization. Users may not damage or gain authorized access to the computer or network or repeatedly or intentionally visit websites that introduce spyware, malware, virus or other damaging programs.

**I. Damage.**

The User shall be responsible for repayment of any costs to the Library for damage to the computer terminals or system.

**J. Terminal Use.**

  i.   Only two (2) people may use a workstation.

  ii.  No person may stand behind another person.

  iii. Upon request, Library staff members may approve and allow additional Users at a workstation.

**K. Personal Information; Unauthorized Release.**

No patron, including minors, may engage in the unauthorized disclosure, use and dissemination of personal information of any person, including minors.

**L. Saving Files and Documents.**

Patrons who wish to have a permanent record of their work need to save files and documents on their own portable media. Library computers do not allow Users to permanently save documents or personal files to the hard drive.

### M. Purposes; Prohibited Uses.

The Library's Internet resources should be used for educational, informational and recreational purposes only. The Library's Internet access shall not be used for personal profit or commercial activities, including the sale of goods and services or fund raising. The Library Internet is intended for information gathering only.

### N. Chat Rooms; Instant Messaging.

The use of chat rooms and instant messaging is prohibited.

## VI. Violations of Internet Use Policy.

The Library Director or the Director's designee may restrict access to Library facilities by (1) terminating or limiting computer, internet access or Library facilities; (2) immediately dismissing the patron from the premises; (3) suspending the patron's access to Library facilities for a set period of time; or (4) by denying access to specific services and/or programs pursuant to this Policy. If necessary, the local police may be called to intervene.

### A. Incident Reports.

Library Staff shall record in writing in the form of an Incident Report any violation of this Policy that resulted in a verbal warning or a suspension of Library privileges. By the end of the day on which the incident occurred, an Incident Report shall be written and forwarded to the Library Director for logging and review. The report should include physical descriptions in addition to the name of the patron. A copy of the suspension of privileges letter should be attached, if applicable.

### B. Violation of the Policy – Suspension of Privileges.

Unless otherwise provided in this Policy (see Section C below), the Library shall handle violations as follows:

#### i. Initial Violation.

Library patrons observed violating this Policy will be asked to cease the violation with a verbal request. If the patron does not comply with the request, he or she will be asked to leave the building for the day. If he or she refuses, police may be called.

#### ii. Subsequent Violations.

The Director or the Director's authorized designee may further limit or revoke the patron's Library privileges if infractions continue. Such limitation or revocation shall be in writing specifying the nature of the violation. Subsequent violations of the same rule shall result in additional suspensions of increasing length.

### C. Violations That Affect Safety and Security.

Violations involving violations of law (including child pornography and allowing minors to view sexually explicit or other material deemed harmful to minors), violence, threatening behaviors,sexual or other harassment, vandalism, theft or attempted theft, sexual misconduct or any behavior that threatens the safety and security of staff and/or patrons shall be handled as follows:

#### i. Initial Violation.

The police will be called immediately. If the conduct constitutes a violation of local, state, or federal law, arrest or criminal prosecution may ensue. Violations of this nature will result in an immediate minimum two-week suspension of Library privileges. The Incident Report shall specify the nature of the violation.

#### ii. Subsequent Violations.

The police will be called immediately. If the conduct constitutes a violation of local, state, or federal law, arrest or criminal prosecution may ensue. The Director or the Director's authorized designee may further limit or revoke the patron's Library privileges in escalating responses, which will be documented in writing. Subsequent violations of the same rule will result in additional suspensions of increasing length.

### D. Reinstatement.

The patron whose privileges have been limited or revoked shall attend a meeting with the Director or the Director's designee to review the Library Patron Behavior Policy before their privileges may be reinstated. The Director or the Director's designee may attach conditions to such reinstatement and shall provide written notification of those conditions and the duration of the conditions.

### E. Civil or Criminal Prosecution

Illegal acts involving the Library's Internet access service may be subject to civil or criminal prosecution.

## VII. Right of Appeal.

Patrons may appeal a decision to (1) limit or revoke privileges or (2) attach conditions to reinstatement by sending a written appeal to the Library Board within ten (10) working days of the date the privileges were revoked or limited or the written statement of conditions was provided, whichever is applicable. The appeal should be sent to the President of the Library Board. The decision of the Library Board is final.

## VIII. Staff Assistance.

Staff may assist Library Users in getting started on the Internet. However, the Library cannot guarantee that Internet-trained staff will be available to assist Users at all times the Library is open. Because of the many different applications available on the Internet, staff may not be able to provide specialized or technical knowledge about a particular application. Users who need training on Library software or digital collections should request an appointment.

# PORTAGE DISTRICT LIBRARY TECHNOLOGY PLAN 2024-2026
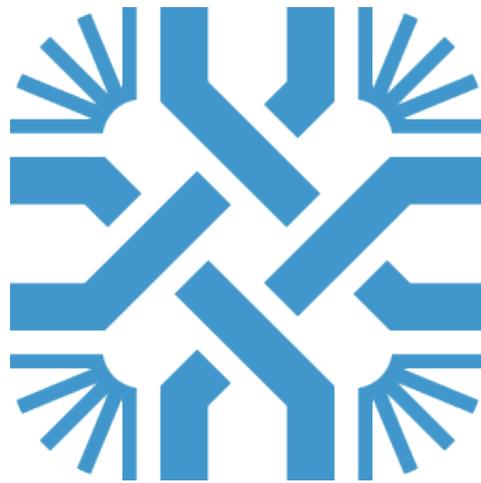


**Submitted by**
**Rolfe Behrje**
**Portage District Library Systems Administrator**

# EXECUTIVE SUMMARY

## *What is the 3-Year Technology Plan?*

The Portage District Library's 3-Year Technology Plan serves as a guide for the library's technology goals and objectives. This document describes the technology initiatives for the next three years as part of a library-wide effort to fulfill the library's mission, vision, and Strategic Plan.  This plan is a living plan and the technology activities and projects described in it are "proposed activities" and may change with the needs of the library and its patrons.

## *How is the 3-Year Technology Plan Developed?*

As a way of focusing attention and expertise on technology matters, the library has teams addressing social media, web services, technology, public access projects and staff projects.  These teams engage in various activities including identifying technology needs; researching & discussing new technologies; and making recommendations to library administration for possible adoption of new technologies at the library. With the dramatic growth of the technology, internet services and smart devices, the various teams add voices and knowledge to the library's technology plan.  This open, decentralized method is the reason that the library is a high-quality reliable resource for its public.

## *What is the Process Followed to implement the 3-Year Technology Plan?*

Library teams conduct extensive research, explore technology options for the library, test hardware and software and recommend technologies that would be advantageous for the library and its patrons.  The ideas, plans and recommendations from these teams are then documented, quoted and eventually turned into budget requests.  The Library Director, Business Manager and Systems Administrator evaluate these requests as potential library projects within the budget. The decision process for making a formal technology project request starts at the administrative level where library administrators evaluate the total cost of operation (TCO) and the overall impact to the institution.  If there is administrative support, then the library begins to identify sources of funding.  These proposed projects are subsequently included in the library's proposed budget that is developed in May and presented to the Library Board in June/July/August for approval.  There is also corresponding information about technology initiatives provided in the library's Strategic Plan.  In July, the library presents its 3-Year Technology Plan to the Library Board.

Over the years the Portage District Library put into practice a different technology refresh cycle as a cost-saving measure during a period of declining revenue.  This new technology management scenario reset the standard technology refresh rate to a more stringent minimum 5-year refresh cycle, established the expectation that the replacement of essential hardware and software on an "as needed" basis.  Other cost-saving tactics that the library is actively pursuing include virtualization technologies (running multiple, independent, virtual operating systems on a single physical computer) and SaaS (Software as a Service).

While longer refresh cycles, virtualization and SaaS may put increased pressure on the core network, combining resources will benefit the library by lowering the total cost of technology ownership; enabling longer, usable equipment life spans and providing for more granular control on what needs to be replaced (meaning a more modular, customized system with more flexibility).

Upgrading library technology in this manner allows the library to: (1) Spread out technology changes at the library over a longer period of time rather than having a massive upheaval every 4 to 5 years; (2) Schedule its investment in technology over a revolving 5-year cycle; (3) Re-purpose older technology where possible, and (4) Better prioritize and plan for investments in new technology as needs are identified and as financially viable.

The goals and objectives of library technology are driven by the library's vision, mission, and Strategic Plan. Technology are the tools by which the library achieves its institutional purposes and defined outcomes. Naturally, as these institutional purposes change, the library's technology initiatives follow.

**Below are seven primary technology initiatives targeted for the next three years (2024-2026):**

(1) The Portage District Library will make use of new technologies like RFID (Radio Frequency Identification) to empower patrons with self-service, to manage its ongoing operations effectively and to reallocate staff time for more direct personal patron assistance.

(2) The Portage District Library will build web services on standardized platforms to provide for the efficient retrieval of library information, to manage major web service offerings and to promote library services via the web in an ongoing cost-effective manner.

(3) The Portage District Library will transition from deploying local server and virtualization technology and storage consolidation to private cloud hosting (SaaS – Software as a Service) to eliminate single points of failure, to ensure that these resources are available to the maximum extent possible and reduce capital hardware investments while leveraging the Library's WAN connections.

(4) The Portage District Library will provide the necessary technology and Internet bandwidth to enable library patrons and staff to conduct daily business and functions, to make its web services available to the larger Internet community, and to allow for remote support services that will be necessary for smooth, continuous operations.

(5) The Portage District Library will provide the necessary communication tools for library staff and patrons to enable library patrons and staff to conduct daily business and functions, access digital services, to be creative and learn, and increase productivity of library operations.

(6) The Portage District Library will provide peripheral technologies (external devices that provide input to computers or receive output from computers) to extend its services to patrons in new dynamic formats.

(7) The Portage District Library will build the necessary technology infrastructure to support the library building project and extend its network to support new systems and devices.

**New Technologies/Services including RFID (Radio Frequency Technology) in the next three years (2024-2026):**

Adopting new technology is critical to the ongoing success of the Portage District Library.  For example, RFID was both evolutionary and revolutionary for the library.  Proximity read encoded numbers allowed the Portage District Library to enhance its basic circulation services, collection management services, and to introduce new efficiencies in applying these services.

**Goals for New Technologies include:**

(1) Providing staff tools (RFID readers, software, mobile technology, etc.) for efficiently and actively managing the library's collections and circulation.
(2) Provide expanded public service technology tools for creativity and productivity.
(3) Reviewing and proposing RFID solutions as they apply to the Portage District Library.
(4) Deploying MobileStaff for outreach circulation, membership drives and Offline transactions.
(5) Manage and extend Public Access Computer Management and Public Access Printing.
(6) Improving Wireless Access for increased density and volume throughout the physical space.
(7) Extending Wireless Access throughout the library grounds.
(8) Reviewing and expand managed technology services like firewalls and DNS.
(9) Refreshing existing and extend RFID technologies as needed.
(10)   Evaluating vending solutions for various library materials.

**Goals for Web Services at the Library in the next three years (2024-2026):**

Issues, ideas and goals relating to the library's web resources include:

(1) Manage and extend Content Management System (WordPress) for the library that allows better management, more flexible design, and interoperability with other library web services.
(2) Continuing to enhance security and hardening of web services.
(3) Continuing to enhance patron accessibility to the library's web resources through the library's online catalog, online databases, and digitized local history resources.
(4) Developing the library's Teams and SharePoint for collaboration and intranet resources.
(5) Review and extend Beanstack for reading program management.
(6) Monitor and enhance Responsive Web Services for non-traditional devices through the library's Device Apps (PDL Mobile, Libby, Hoopla), the library's website and the library's catalog.
(7) Exploring the software solutions to help manage and deliver services.  The services include but are not limited to room booking, event/calendar mangagement, online reference tools, and school/organization partnerships.
(8) Utilizing formal social networking platforms like Facebook and Twitter to increase the library's web presence among all segments of the population.
(9) Developing and enhancing the SD Enterprise Discovery system.
(10)   Researching and deploying enrichment services to the catalog and research searching.
(11)   Researching digital media circulation platforms and search consolidation.

 **Virtualization, Cloud Hosting and Software as a Service at the Library in the next three years (2024-2026):**

Server virtualization and virtual computing (methods of running multiple, independent, virtual operating systems on a single physical computer) have already saved the library thousands of dollars while empowering the library's network with greater flexibility for deploying and maintaining its electronic resources.  The is now carefully moving to SaaS relationships as the next generation of its network services.  While virtualization saved the library money and energy usage, the transition to Software as a Service and private cloud hosting is adding agility, resilience and reliability.

**Goals for virtualization/Saas include:**

(1) Continue transitioning from local cloud to private cloud hosted platforms and Software as a Service.  The library will begin this change with its ILS (Symphony), Accounting and Records Management (Blackbaud & PaperSave) and fundraising (DonorPerfect).
(2) Build its network and WAN connections with no single point of failure to achieve optimization of processing, memory, and storage resources.
(3) Build secure network infrastructure with no single point of failure to safeguard client communication with the library's virtual environment.
(4) Expanding core switching bandwidth to accommodate endpoint growth, expanded endpoint demands from streaming services.
(5) Build reliable and consistent wireless coverage throughout the library to satisfy the growing numbers of mobile/wireless devices in use by patrons and staff.
(6)     Design and deploy managed hardware and software services for enhanced reliability, security and availability.

**Internet Bandwidth at the Library in the next three years (2024-2026):**

As the library evolves its new web technologies, deploys SaaS and private cloud hosted services, internet access and speed are paramount and must be monitored and upgraded for successful library operations. Internet bandwidth is critical to the library's daily operations.  Internet bandwidth transports that offer the great flexibility is business-grade fiber.  Fiber offers the library a software upgradeable dynamic bandwidth that can address connection needs in the future.   As the library builds more and more virtual services that are predicated on a functional/reliable Internet connection, the library must consider redundant connections to ensure business services are always available both internally and remotely.

 **Goals for Internet bandwidth include:**

(1) Continually monitoring Internet bandwidth and allocating resources in a timely manner to address growing needs for connectivity.
(2) Using a point-to-point fiber connection to extend security/reliability/flexibility for remote backups, replication, and hosted virtual machines on demand.
(3) Add a redundant EVC link for business continuity and robust internet service.
(4) Provide adequate access and bandwidth for the 100+ Staff endpoints, 200+ Public Access endpoints and growing SaaS services.

(5) Provide adequate access and bandwidth to the growing number of public access users on their computers, tablets, phones, and other mobile devices.
(6) Provide adequate bandwidth for hosted services (SaaS) like OverDrive, Hoopla, MelCat databases, and Portage District Library databases.
(7) Provide adequate bandwidth and access for meetings/trainings/webinars for public and staff.

**Communication Tools at the Library in the next three years (2024-2026):**
Communication tools are a growing technology across all organizations. Phone and email have grown to include SMS (text messaging), Social Messaging (blogs, Facebook, Twitter), Mobile (Apps and Presence), and digital newsletters. As the various communication technologies grow, the library will take a pragmatic and cost-effective approach to adopting and integrating these technologies into its business platform.

**Goals for Communication Tools include:**

(1) Research mobile accessibility to library services.
(2) Setup and monitor pilot programs for the Portage District Library.
(3) Review and select new VOIP telephone system and its various services.
(4) Evaluate alternative notification services for material notification (overdues and holds), registrations and event notification, as well as library general communication.
(5) Evaluate mobility tools for library staff.
(6) Build and increase user-base of digital information products including our eNewsletter, NextReads, Evanced Events, Events Viewer, Facebook, Twitter and others.
(7) Monitor and enhance digital signage/kiosk technologies at the library.

**Peripheral Technologies at the Library in the next three years (2024-2026):**
Assistive peripheral technologies are growing rapidly and will allow the library to provide services in new and innovative ways. The library has already developed new services such as dynamic digital signage and electronic gaming areas.

**Goals for Peripheral Technologies include:**

(1) Evaluate services and training tools for library patrons through staff interaction on various devices.
(2) Monitor and upgrade the ScanEZ (Multifunctional Copy/Print/Fax/Email/Save).
(3) Monitor and expand circulating mobile wi-fi hotspots.
(4) Monitor and expand Creation Station Technology for patrons and staff to learn, digitize and create.
(5) Monitor and evaluate new technologies for the physical plant and grounds.
(6) Monitor and evaluate new technologies for use in the library's meeting rooms.
(7) Monitor and evaluate new technologies that can enhance library core service delivery.

**Technology Infrastructure for Building Project in the next three years (2024-2026):**
As the library designs its renovated physical plant, library technology infrastructure will be

selected and designed to support its new goals, devices and services.  The focus will be designing for the future.

**Goals for building project infrastructure include:**
(1) Providing modern cabling throughout the physical building and grounds.
(2) Providing a secure, climate controlled and redundant MDF for servers and switches.
(3) Providing IP services for Access Controls, Fire/Building Security, HVAC Controls and Lighting Controls.
(4) Performing Wireless Surveys to assure robust and dense wireless coverage throughout the physical building and grounds.
(5) Providing input to assure infrastructure can grow for the next 50 years.

**Staff Technology Training in the next three years (2024-2026):**
Continued emphases is placed on enhancing the current staff's technology training. This is done in the form of seminars, user group meetings and annual library meetings to teach staff about new ways of doing things using technology at the library.  Formal training in a classroom setting will also help to decrease the library's dependence on outside technology specialists.

**Goals for staff technology training include:**

(1) Training to maintain and deliver core library network services.
(2) Training to maintain reliable, safe and secure public and private networks.
(3) Continue to send staff to meetings to share and learn..
(4) Staff training to support and deliver the library's network services to end users.

**Keeping Up to Date on New Technologies in the next three years (2024-2026):**
As the library looks toward the future, a watchful eye will be kept on emerging technologies.

**Goals for keeping up to date on new technologies will include:**

(1) Watching and assessing other new technologies of note such as: IoT, SaaS, PaaS, IaaS, dynamic digital signage, search interfaces as non-traditional devices (iphones) become more and more prevalent; enhance VOIP (Voice Over Internet Protocol); and Web 2.0+ technologies to keep the library in the forefront as the community's information hub.
(2) On the administrative side of the library's technology services, there will be a focus on further developing the library's Intranet as a mechanism for disseminating information, managing projects/knowledge, and fostering internal communication.
(3) Continue to monitor Modern Library Awards, Marshall Breeding Library Technology Guides and Trends, and others.

***How will the 3-Year Technology Plan be Re-Evaluated and Updated?***
The library's technology initiatives over the next three years will focus on three primary targeted areas for technology advancements: infrastructure bandwidth/redundancy, administrative services, and public access services.  Various analytical methods are employed to ensure that all areas will have appropriate technology applied to enhance these areas of services, such as:

➢ Reviewing of technology needs during the annual budgeting process to ensure that funding for library technology is based on actual needs of library patrons and staff.

➢ Analyzing of the library's monthly usage statistics to determine how patrons are using the library's resources and to identify statistical trends over multiple years.

➢ Compiling and analyzing of new statistics from the Library Document Station, Desktracker, Volgistics and surveys to spot trends for activities and services and to establish priorities.

Following extensive analyses as described above, the library's *3-Year Technology Plan* is re-evaluated each year considering direct and relayed observations, state and national trends, new technological advancements, economic conditions and most importantly PDL usage statistics. It is updated accordingly and presented to the Library Board in July of the following year. Due to the constant advancements and rapid changes in technology, the library's 3-*Year Technology Plan* is in a constant state of evolution and should be regarded as a work in progress or living plan.

**CONCLUDING REMARKS:**

The *Portage District Library's 3-Year Technology Plan* serves as a master planning document for technology at the library. The Library Board, Library Director and Library Staff uses this plan as a "blueprint" for the library's technology infrastructure and development. The details provided in this document outlines the library's vision for its network in 2024-2026 and is a guide for selecting technologies and software in the future. For these reasons, a significant amount of time and effort will be spent defining expectations and desired outcomes for technology at the library, and the contents of this *3-Year Technology Plan* reflects that effort and coincides with the library's approved Ends Statements which drive all activities at the library including the library's technology initiatives and the library's budget.

# Mission Statement

Inspiring, Enriching, and Empowering Our Community

# Vision Statement

We transform lives by cultivating connection, discovery, creativity, and personal growth.

# Strategic Initiatives 2023-2026

**Strategic Initiative #1**
**STRENGHTEN THE COMMUNITY**
**We facilitate community members learning, creating and expressing creativity.**

**Strategic Initiative #2**
**EXTRAORDINARY EXPERIENCES**
**We provide exceptional services that are delightful and meaningful interactions.**

**Strategic Initiative #3**
**INVESTING IN THE FUTURE**
**We help the community evolve and grow.**

**Operational**
The Library will also provide continued operational support for administrative, human resource, facility, technology, acquisition, and circulation services to maintain and improve public access to library resources.

## State of Library Network

*Servers* - Servers have all been virtualized utilizing VMware VSphere 5.5 software. Currently, the library has 30+ virtual servers running on three physical servers. The library has also consolidated storage utilizing Storage Area Network technology (SAN). For backup and disaster recovery, the library operates a dedicated point-to-point connection where server replicas are stored offsite. The library maintains a backup/network management server that houses server backups.

*Software as a Service* - The library is currently transitioning 30+ virtualized servers to a Software as a Service platform.

*Private Cloud Hosted* - The library is currently consolidating and transitioning 10+ virtualized servers to a private cloud hosted platform.

*Network Infrastructure* - Currently, the library has standardized on Meraki and Sophos equipment for switching and routing within its network, APC for uninterrupted power service and Panduit for physical connections. This equipment is responsible for keeping the core connectivity between our workstations, servers, SAN and the outside world. The library has added Power over Ethernet (PoE) services to its switches for connecting PoE devices. The library also employs specialized network electronics to provide secure and authenticated wireless access for its public. As technology and its complexities grow, the library's technology must also follow suit. To this end, the library has upgraded its core switching from 10Mb to 100Mb to 1 GB to Multi-Gig over time in a pragmatic manner.

The Portage District Library maintains 2 Ethernet Virtual Circuits (EVCs). One circuit between the Portage District Library to Aunalytics. This EVC transports both network and internet traffic and is currently being used to replicate its storage remotely. In 2017, this EVC was used as transport for core network communications as the library transitions to a hosted network core model and the library will expand its internet bandwidth. In 2022, a second fiber circuit was installed for redundancy, expanded internet connectivity and future growth. Also in 2022, the library upgraded its core switching to meet the ever expanding bandwidth demands and devices at the library. Wireless access will also be addressed for both coverage (Library building and grounds) and density.

*Staff Technology* - Currently, the library has a mixture of desktops and laptops totaling in excess of 100 devices (workstations, laptops and tablets) and has a standardized brand and model. This standardization reduces the TCO (total cost of operations) for the library and enables the library to employ a single network administrator. The library operates 5 networked laser printers and 4 color copier/printers for staff printing. These imaging units have been located strategically throughout the library for ease of use and need.

*Public Access Technology* - The public access computing side of the library's network includes catalog stations, internet access stations, circulating, creation stations, learning lab laptops circulating laptops, electronic signage displays, meeting room technology and tablets. This mixture of desktops, laptops, tablets and non-standard devices amounts to more than 90 access

points for the public access device pool.  The library operates 3 Color Laser Print Stations, a traditional copier, a Scan EZ Station for  Copy/Print/USB/Smart Device/Email/Cloud Storage/Fax Cricut cutter, Laser Engraver, 3D printer, Dye-Sublimation Printer, large format printer, and numerous scanners and digitization devices .

# Network Services

The Portage District Library's network is expected to maintain the following list of services:

- ❑ Integrated Library Automation Services
    - o SD Symphony: Cataloging, Circulation, Acquisitions, Serials, MobileCirc
    - o SD Enterprise Discovery Server: Internal Public Access, External Public Access, Enriched Content Services, Integrated Searching Services, eResources Central
    - o SD Web Services Server
    - o SD SIP and API Services: Authentication to Databases and E-Content
    - o BlueCloud Analytics: Statistical Data from our Integrated Library System
    - o Bibliotheca Self-Checkout, Auto Check-in, Digital Library Assistant
    - o EZ- Proxy: Authenticated Access to Licensed Databases for Remote Access
    - o ContentDM: Digital Archive Software
- ❑ Public Access Computing Services
    - o TBS MyPC – manages computer access for patrons
    - o TBS PaperCut – manages vended public access printing
    - o TBS ScanEZ (Library Document Station): Copy, Scan and Send Services (Copy, Fax, Smart Device, USB, Email, OneDrive, Google Drive, and Dropbox)
    - o Cisco Umbrella: Public Access Filtering and Security Services.
    - o Evanced: Event and Room Booking
    - o TBS EprintIt MobilePrint: printing from home or from patron device
    - o Circulating Laptops for patron use throughout the library
    - o Circulating Mobile Hotspots
    - o Creation Station: PAC and MAC for digitization, Laptop Lab, iPADs, Digitization Peripherals, Finishing/Output devices
- ❑ Edutainment Services:
    - o Educational Computers
    - o Digital Signage application offers the library a dynamic information portal for internal services
- ❑ Business Applications Services
    - o Cisco Call Manager VoIP Services
    - o Business Productivity Applications: Microsoft Office 2016/Office 365
    - o Intranet Services: Microsoft Teams / Sharepoint
    - o Accounting Services: Blackbaud Financial Edge, PaperSave Pro
    - o Business Intelligence: Infortel Call Accounting, Proclarity and SQL Server
    - o FundRaising Services: DonorPerfect
    - o VirtualKeyPad Access Control
    - o Ivu: HVAC Building Management Solution
    - o IT Management: Software Update Services, Faronics Deepfreeze, Ninite Pro, AD Group Policies, Sophos AV, Veeam Backup and Replication, VMware Vcenter, vSphere
- ❑ Printing Services
    - o The library offers both black/white & color printing services to both the public and the library staff.
    - o The library also finishing services in its Creation Station Area.

- ❑ Internet Services
  - o The library currently uses multiple dynamic fiber optic connections to the Internet. These access pipes are the most crucial tool for delivering library services. The library uses this connection to replicate its core network operations center as well as store backups.

# Web Services

The following is a list of Web-Based Services that the library expects to maintain, develop and enhance:

- ❑ Library Website
  - o A crucial service for all organizations today is their website. The library will focus on developing an application that is manageable by a wider spectrum of library staff and keeping content fresh and accurate. The focuses of this site will be (1) public access catalog for both traditional and e-material, (2) research resources including Internet links, research databases and interactive features between staff and patrons, and (3) library programs and events for ongoing personal development.
- ❑ Library Online Databases
  - o Online Databases (EZProxy) is also a key focus for the library's image. Offering a broad array of accessible database content will continue to make the library a choice information provider.
- ❑ Library Public Access Catalog
  - o The Public Access Catalog (Enterprise) allows patrons to search and retrieve information on the library's holdings both in-house and remotely. This service has grown dramatically over the past three years and is expected to continue to develop. Enrichment tools like Novelist, Syndetics, Cover Art and Book Reviews have dramatically increased the usability, reader advisory services and self-service discovery. The library will extend these functions to include eContent (eBooks and eAudio) utilizing eResource Central and may consider local history content.
- ❑ Library E-Services
  - o The library publishes an e-newsletter monthly to keep patron informed about events at the library. The library also offers e-notices for holds/overdues/pre-due notices. The library also offers access to its local history resources through it digitization project. In 2017, the library moved from a locally developed Summer Reading software product to a SaaS model provided by BeanStack.
- ❑ Library Events Calendar Online
  - o Library Programs & Events are a popular service provided by the library and is managed by Evanced, an online meeting room and event booking software.
- ❑ Library Mobile Services
  - o Library Information, Searching, Digital Content Access through mobile applications. The current Mobile Apps menu is Overdrive (Libby), Kanopy, Freegal, Tumble-Books, and Hoopla and these mobile/web apps are used for eMaterials. PDL Mobile are mobile searching apps for the library catalog and digital information.
- ❑ Library Social Media Services
  - o The library is actively using Facebook and Twitter as a marketing and communication tool for its traditional and digital services. These services have grown dramatically over the past 2 years and will continue to grow as the library operationalizes its use with daily operation.

# Evaluating Our Progress

The goals and objectives for Portage District Library's network and web design is reviewed on an ongoing basis through a combination of internal meetings of the administrative, social media, and departmental teams, as well as, external meetings with network and web partners.

In addition to these teams, the library utilizes staff attendance at library and technical conferences to keep up-to-date on technological advancements in the library field.  The library also schedules annual network security audits to address the library's progress toward securing its network borders and protecting its most valued asset "information".

Every year, the library's teams and the Library Systems Administrator make budget recommendations to the Library Director in the form of ongoing maintenance for current technology, budget requests to refresh existing technology and budget requests for technology upgrades.  These annual reviews ensure appropriate budgets are available for library technology.

These internal and external meetings allow the library to make any necessary course corrections throughout the life of its technology.  Applying these pragmatic plans create a more dynamic and responsive set of library technologies.  Each year this living document will ebb and flow with the changing needs of technology at the Portage District Library.

![Portage District Library logo]

# Preliminary Budgets

## for

# Fiscal Year 2024 and 2025

## Assuming a 1.9945 Mill Levy

To be presented to the Library Board
at the regular board meeting held on

# July 20, 2023

# Table of Contents

| | FY 2023 Budget | FY 2024 Budget Request | Variance | Percent Change | FY 2025 Budget Estimate | Variance | Percent Change |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Millage Rate | 1.9945 | 1.9945 | | | 1.9945 | | |
| | | | | | | | |
| Tax Revenue | $ 5,303,902 | $ 5,567,876 | $ 263,974 | 5.0% | $ 5,742,840 | $ 174,964 | 3.1% |
| Other Revenue | 494,748 | 519,185 | 24,437 | 4.9% | 535,828 | 16,643 | 3.2% |
| **Total Revenue** | **$ 5,798,650** | **$ 6,087,061** | **$ 288,411** | **5.0%** | **$ 6,278,668** | **$ 191,607** | **3.1%** |
| | | | | | | | |
| **OPERATING EXPENSES** | | | | | | | |
| Salaries & Wages | $ 1,858,492 | $ 1,991,261 | $ 132,769 | 7.1% | $ 2,039,082 | $ 47,821 | 2.4% |
| Fringes & Benefits | 720,772 | 744,281 | 23,509 | 3.3% | 767,371 | 23,090 | 3.1% |
| Library Materials | 674,066 | 727,336 | 53,270 | 7.9% | 746,430 | 19,094 | 2.6% |
| Library Supplies | 163,660 | 178,428 | 14,768 | 9.0% | 178,300 | (128) | -0.1% |
| Administrative Services | 342,080 | 393,685 | 51,605 | 15.1% | 380,845 | (12,840) | -3.3% |
| Building & Utilities | 386,420 | 346,250 | (40,170) | -10.4% | 364,250 | 18,000 | 5.2% |
| Furnishings & Equipment | - | 25,000 | 25,000 | 0.0% | - | (25,000) | -100.0% |
| Other Charges | 369,060 | 393,470 | 24,410 | 6.6% | 398,211 | 4,741 | 1.2% |
| **Total Operating Expenses** | $ 4,514,550 | $ 4,799,711 | $ 285,161 | 6.3% | $ 4,874,489 | $ 74,778 | 1.6% |
| | | | | | | | |
| **CAPITAL PROJECTS** | | | | | | | |
| Capital Projects | $ 1,284,100 | $ 1,287,350 | $ 3,250 | 0.3% | $ 1,404,179 | $ 116,829 | 9.1% |
| | | | | | | | |
| **Total Expenses** | **$ 5,798,650** | **$ 6,087,061** | **$ 288,411** | **5.0%** | **$ 6,278,668** | **$ 191,607** | **3.1%** |

| | Year End 2023 | Year End 2024 | Difference | % of Total Exp | Year End 2025 | Difference | % of Total Exp |
|---|---|---|---|---|---|---|---|
| **RESERVES** | | | | | | | |
| General Reserve | $ 757,807 | $ 796,325 | $ 38,518 | 13.1% | $ 819,200 | $ 22,875 | 13.0% |
| Building Reserves | 50,000 | 50,000 | - | 0.8% | 50,000 | - | 0.8% |
| PPT Reserve | 805,946 | 805,946 | - | 13.2% | 805,946 | - | 12.8% |
| Patio Feasibility Reserve | 4,700 | 4,700 | - | 0.1% | 4,700 | - | 0.1% |
| Benefits Reserve | 29,740 | 29,740 | - | 0.5% | 29,740 | - | 0.5% |
| Technology Reserve | 111,305 | 111,305 | - | 1.8% | 111,305 | - | 1.8% |
| Building Improvement Reserve | 731,419 | 731,419 | - | 12.0% | 731,419 | - | 11.6% |
| Unassigned Fund Balance | 5,221,269 | 5,221,269 | - | 85.8% | 5,221,269 | - | 83.2% |
| Total | $ 7,712,186 | $ 7,750,704 | $ 38,518 | 127.3% | $ 7,773,579 | $ 22,875 | 123.8% |

## GENERAL BUDGET SUMMARY

*Overview*:  These budget documents provide a general overview of the Fiscal Year 2024 and 2025 Budget scenarios for the Portage District Library.  They include projections of tax revenue for the Library, assuming a 1.9945 mill levy and forecasts for total other expected income.  Along with revenue projections, these budget sheets also categorize and delineate library operating expenses and capital projects, to give a total cost picture for operating the Library in Fiscal Year 2024.  The main goals for the FY2024 Budget are: (1) to allocate and expend funds appropriately across specific line items to support operations which, fulfill the Library's long range strategic plans; (2) to function in an annual budgeting mode in order to identify the Library's cash flow for investment purposes; and (3) to produce accurate financial reports of library activities.  The FY2025 Budget is a projection based on information that is available as of June 2023 and is meant to serve as an estimate only.

*Key Considerations:*  When reviewing the proposed Fiscal Year 2024 Portage District Library Budget, it should be noted that it covers the time period January 1, 2024 through December 31, 2024 [Note: In the same manner, taxes collected in December 2023 must be considered revenue for FY2024].  In preparing the budget for Fiscal Year 2024, the Library considered the current economic climate in Portage, as well as a projection of property tax revenue for Fiscal Year 2024 and Fiscal Year 2025.  The overall projection of property tax revenue is for a 4.98% increase in Fiscal Year 2024 and for a 3.14% increase in Fiscal Year 2025. New building initiatives and increasing home values in Portage are strong and expected to increase in the coming years.  The State of Michigan has continued to fund PPT reimbursement and State Aid to libraries at its full amount. If PPT is not reimbursed to its anticipated level in FY2024, the Library has a PPT Reserve to assist.  The estimated loss in tax revenue due to personal property elimination is set at $373,573 for FY2024.  The reimbursement of these funds will come from the Local Community Stabilization Authority and will be treated as State Aid and not Tax Revenue.  Therefore, the Library has included this amount under Other Revenue in this budget document.  The Library has increased its General Fund Reserve by $38,518 in FY2024 and again by $22,875 in FY2025 to keep it at a level of 13% (which falls within the ideal range of 13% to 15% of total expenditures); has maintained funding for library materials at a level of 15.29% of operating expenses; allocated $175,000 for technology improvements; continues a Building Fund Reserve ($50,000); maintains $29,740 for a Benefits Reserve to be used for employee lump sum retirement payments of accrued sick and vacation time payout; $4,700 for improvements to the north patio; and $805,946 in a PPT Reserve at the end of FY2023.  In June of FY2021, the Library sold bonds to raise capital to complete its building improvemet project.  The bonds were sold with a True Interest Cost of 0.84798%.  The bonds will be paid back through FY2029, which corresponds with the Library's last year of the additional milleage.  The average debt service on the bonds for Fiscal Years 2024-2029 will be $962,867 per year.

*Undesignated Fund Balance*:  As of the end of Fiscal Year 2022, the Library had an Unassigned Fund Balance of $5,221,269.  This amount will be increased at the end of FY2023 with any further unspent funds.  This Unassigned Fund Balance is in addition to the 13% General Reserve of annual budgeted expenditures that are available for situations that may arise.  Furthermore, the library has $50,000 in a Building reserve for emergencies that may arise with building assets. The Library is preparing this budget under the realization that all funding to be reimbursed by the Local Community Stabilization Authority for Personal Property Tax elimination will be realized.  The Library may use a portion of its $731,419 Building Improvement Reserve in FY2023 to fund small projects that could not be accomplished within the budget.

| | | FY 2024 Budget Request | Variance | Percent Change | FY 2025 Budget Estimate | Variance | Percent Change |
|---|---|---|---|---|---|---|---|
| | FY 2023 Budget | | | | | | |
| **TAX REVENUE** | | | | | | | |
| Millage Rate | 1.995 | 1.995 | - | | 1.995 | - | |
| | | . | | | | | |
| Property Tax | $ 5,230,933 | $ 5,420,356 | $ 189,423 | 3.62% | $ 5,590,894 | $ 170,538 | 3.15% |
| IFT/CFT Tax | 72,969 | 147,520 | 74,551 | 102.17% | 151,946 | 4,426 | 3.00% |
| **Total Tax Revenue** | $ 5,303,902 | $ 5,567,876 | $ 263,974 | 4.98% | $ 5,742,840 | $ 174,964 | 3.14% |
| | | | | | | | |
| **OTHER REVENUE** | | | | | | | |
| State Aid | $ 35,000 | $ 35,000 | $ - | 0.00% | $ 35,000 | $ - | 0.00% |
| Local Community Stabilization Share Approp. | 370,431 | 373,753 | 3,322 | 0.90% | 373,753 | - | 0.00% |
| County Penal Fine Income | 50,000 | 50,000 | - | 0.00% | 50,000 | - | 0.00% |
| Local Fine & Fee Income | 17,950 | 17,950 | - | 0.00% | 17,950 | - | 0.00% |
| Interest Income | 40,000 | 75,000 | 35,000 | 87.50% | 75,000 | - | 0.00% |
| Rental Income | 2,000 | 2,000 | - | 0.00% | 3,000 | 1,000 | 50.00% |
| Vending Services | 10,000 | 4,000 | (6,000) | -60.00% | 4,000 | - | 0.00% |
| Funding to/from Reserves | (30,633) | (38,518) | (7,885) | 25.74% | (22,875) | 15,643 | -40.61% |
| **Total Other Revenue** | $ 494,748 | $ 519,185 | $ 24,437 | 4.94% | $ 535,828 | $ 16,643 | 3.21% |
| | | | | | | | |
| **Total Revenue** | $ 5,798,650 | $ 6,087,061 | $ 288,411 | 4.97% | $ 6,278,668 | $ 191,607 | 3.15% |

### TAX REVENUE - Fiscal Year 2024

> *__Property Tax__*:  The Library is planning for an increase in property tax revenue of $263,974.  The Library saw good increases to tax values of residential property (7.14%) and commercial property (5.78%) throughout its service area.  The Library was not subject to as additional Headlee Rollback and will levy its maximum 1.9945 mills. Tax values rose by 5.03% across all property types.  The largest increase was in Pavilion Township at 8.47%, followed by Texas Township at 7.74% and Portage at 6.14%.  Portage accounts for 85.58% of the library's tax base.  There is strong tax growth within the Library's taxing jurdiction with several new housing developments in the city.

> *__Industrial Facilities Tax__:*  Anticipated revenue for the Library to be generated from tax assessments made on industries in the service population area of the Portage District Library.  There is a sharp increase in revenue in this area as new building by large manufacturers has been in this area.

> *__State-Aid__*:  Anticipated funding for Libraries by the State of Michigan FY2024 is not anticiated to decline.  As a result, the Library is maintaining its current level of estimated revenue.

> *__Local Community Stabilization Share Appropriation:__* The reimbursement for the Personal Property Tax loss is budgeted to be $373,753.  This represents a slight increase from the prior year.  The exact amount of funding from the State is unknown, so the Library is budgeting approximately $10,000 less than calculated. This allowance is consistent with amounts of actual collection the Library has seen in previous years.

> *__County Penal Fines__*:  Based on historical data, the Library will budget for no change in revenue to be generated by a share of penal fines distributed to public libraries by Kalamazoo County.  The Library budgets very conservatively for this revenue, as funding has sharply decreased in recent years.

**> _Local Fines & Fees_:**  The Library is maintaining its budget for Fines & Fees for 2024.  Based on actual collections in FY2023, this level of anticipated revenue appears to be accurate.

**> _Investment Interest Income_:**  Anticipated revenue for the Library generated by interest on Sweep Accts and investments is anticipated to increase in FY2024.  As investments have matured, the Library has reinvested at higher rates of return.  While this budget has increased, the Library is being conservative in its estimate.

**> _Rental Income & Vending Services:_**  The Library is anticipating a decrease in room rental and charges for photocopies, computer printouts, and other miscellaneous items.  This decrease is warranted based on actual results in FY2023.

**> _Funding from Reserves_:**  The Library calculates the General Reserve to be 13% of all revenue before Funding to/from Reserves.  Due to an increase in revenue for FY2024, the Library will adjust the General Reserve upward by $38,158.

## TAX REVENUE - Fiscal Year 2025

**> _Tax Revenue Projection:_**  The Library is estimating that overall property values within the City of Portage will increase by 1.75%, Pavilion Township by 3.0%, property values in Texas Township will increase by 4.0% in FY2025.  Building is strong in the community and the area is seeing new property being added to the tax rolls.  These are conservative estimates and fit within the Library's concept of estimating revenues conservatively.

**> _Funding From Reserves:_**  For FY2025, the Library is planning to only make the necessary adjustment to the General Reserve.

| | FY 2023 Budget | FY 2024 Budget Request | Variance | Percent Change | FY 2025 Budget Estimate | Variance | Percent Change |
|---|---|---|---|---|---|---|---|
| **SALARIES & WAGES** | | | | | | | |
| Full Time Staff Salaries | $ 1,105,821 | $ 1,221,729 | $ 115,908 | 10.48% | $ 1,248,763 | $ 27,034 | 2.21% |
| Full Time Staff Hourly | 314,638 | 260,756 | (53,882) | -17.13% | 265,040 | 4,284 | 1.64% |
| Part Time Staff Salaries | 183,376 | 258,264 | 74,888 | 40.84% | 264,119 | 5,855 | 2.27% |
| Library Aide Salaries | 247,122 | 250,512 | 3,390 | 1.37% | 261,160 | 10,648 | 4.25% |
| Substitute Salaries | 7,535 | - | (7,535) | -100.00% | - | - | 0.00% |
| **Total Salaries & Wages** | $ 1,858,492 | $ 1,991,261 | $ 132,769 | 7.14% | $ 2,039,082 | $ 47,821 | 2.4% |
| | | | | | | | |
| **FRINGES & BENEFITS** | | | | | | | |
| Health Insurance | $ 365,000 | $ 370,000 | $ 5,000 | 1.37% | $ 385,000 | $ 15,000 | 4.05% |
| Dental | 36,500 | 36,500 | - | 0.00% | 37,500 | 1,000 | 2.74% |
| Vision | 5,500 | 6,000 | 500 | 9.09% | 6,250 | 250 | 4.17% |
| Life & Disability Insurance | 11,750 | 12,750 | 1,000 | 8.51% | 13,250 | 500 | 3.92% |
| Pension | 142,046 | 145,949 | 3,903 | 2.75% | 151,381 | 5,432 | 3.72% |
| Employee Assistance Program | 1,800 | 2,000 | 200 | 11.11% | 2,000 | - | 0.00% |
| Personal Well-being Program | 11,000 | 11,000 | - | 0.00% | 11,000 | - | 0.00% |
| Workers Compensation | 5,000 | 5,000 | - | 0.00% | 5,000 | - | 0.00% |
| FICA - Employer | 142,176 | 155,082 | 12,906 | 9.08% | 155,990 | 908 | 0.59% |
| **Total Fringes & Benefits** | $ 720,772 | $ 744,281 | $ 23,509 | 3.26% | $ 767,371 | $ 23,090 | 3.10% |
| | | | | | | | |
| **Total Salaries & Benefits** | $ 2,579,264 | $ 2,735,542 | $ 156,278 | 6.06% | $ 2,806,453 | $ 70,911 | 2.59% |

### SALARIES & WAGES  - Fiscal Year 2024

**>*Staff Salaries & Wages***:  Salaries and wages for all positions are being budgeted to increase 7.14% overall.  This includes funds to be used for merit increases of salaries and wages.  Merit increases are based on a combination of performance reviews and current market conditions for labor (i.e. cost of living).  The Library used a consultant in FY2023 to assist in the adjustment of salary ranges for all positions.  The Library is working to adjust employee pay to align with the new ranges.  This will take several years as the financial burden for this shift is too great to accomplish in one year.  With the changes that the Library is making to its pay structure, it should be in a good position to compensate its current staff, as well as attract quality talent, when the need arises.

### SALARIES & WAGES  - Fiscal Year 2025

**> *Salary & Wage Projection:***  The library is budgeting for merit increases to salary and wage for Fiscal Year 2025.  The Library will continue to review its staffing level and add staff in areas that align with its strategic plan or needs.

## FRINGES & BENEFITS - Fiscal Year 2024

**> *Health*:** Projection of a 1.37% increase to health insurance benefits is due to several factors. The PA152 hard cap has increased approximately 1.3% from the prior year.  The Library has no open positions, but is conservative and budgets funds in the event that a life event occurs and an employee changes coverage to a higher level.

**> *Dental & Vision*:** Projection of no increase in funding for Dental Insurance and a slight increase to Vision Insurance based on anticipated increases in premiums and possible changes to the Library's staffing model.

**> *Life & Disability Insurance*:** Projection of a small increase is due to wage increases associated with merit increases and modifications to the Library's wage structure.

**> *Pension*:** Projection of a 2.75% increase in employer contributions into the retirement fund for all current and future full-time employees is due to overall higher wages and possible changes to staffing.

**> *Employee Assistance*:**  Projected cost for the employee assistance program.  The Library contracts with an independent company to provide counseling in various areas if employees or their family members wish to seek assistance.

**> *Personal Well-being*:**  The Library is budgeting $11,000 for the Personal Well-Being Program that allows staff to attend classes or attain memberships in organizations or clubs of their choosing during the 2024 fiscal year.

**> *Workers' Compensation*:** Projection of no increase in Workers' Compensation cost for FY2024.

**> *FICA / Employer*:**   Projected cost for employer paid social security for all paid Library employees, currently 7.65% of total wages.

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## FRINGES & BENEFITS - Fiscal Year 2025

**> *Fringes & Benefits Projection* -** The Library will project for a small increase to the hard cap limits that dictate Health Insurance costs.  Other third party administrator costs are being projected based on past history.  FICA and Pension costs are anticipated to increase as the Library's overall budget for wages increases.

| | FY 2023 Budget | FY 2024 Budget Request | Variance | Percent Change | FY 2025 Budget Estimate | Variance | Percent Change |
|---|---|---|---|---|---|---|---|
| **LIBRARY MATERIALS** | | | | | | | |
| Books - Adult | $ 167,980 | $ 169,945 | $ 1,965 | 1.17% | $ 170,945 | $ 1,000 | 0.59% |
| Digital Collections | 210,530 | 239,030 | 28,500 | 13.54% | 267,630 | 28,600 | 11.97% |
| Special Collections | - | 22,000 | 22,000 | 100.00% | 12,000 | (10,000) | -45.45% |
| Audio/Visual - Adult | 35,200 | 26,000 | (9,200) | -26.14% | 19,000 | (7,000) | -26.92% |
| Books - Youth | 122,593 | 137,441 | 14,848 | 12.11% | 142,602 | 5,161 | 3.76% |
| Audio/Visual - Youth | 13,873 | 16,620 | 2,747 | 19.80% | 16,783 | 163 | 0.98% |
| Audio/Visual - Hot Picks | 23,090 | 23,700 | 610 | 2.64% | 23,640 | (60) | -0.25% |
| Electronic Information Products | 81,500 | 74,600 | (6,900) | -8.47% | 78,330 | 3,730 | 5.00% |
| Periodicals & Publications | 19,300 | 18,000 | (1,300) | -6.74% | 15,500 | (2,500) | -13.89% |
| **Total Library Materials** | $ 674,066 | $ 727,336 | $ 53,270 | 7.90% | $ 746,430 | $ 19,094 | 2.63% |

## LIBRARY MATERIALS - Fiscal Year 2024

> ***Books - Adult:***  Projection of a slight increase in Adult printed materials in FY2024.  The increase is in the area of Adult Non-Fiction.  The Library is using Collection HQ to assist in monitoring the levels of individual collections and recommending collection adjustments.  Per that information, Biographies are in need of additional funding to increase collection size.

> ***Digital Collections:***  The Library is projecting an increase in funding for this area for FY2024.  The Library is budgeting for increases for E-books and the Hoopla service.  The Adult E-book line is an evergrowing collection and funds are needed to purchase necessary material, and to fund increases to consortium fees.  Additionally, more funding is necessary to meet the demand within the Hoopla service.  The Library maintains funding at its current level for Freegal music service, Kanopy movie service, Tumblebooks and the Wireless Hotspots.

> ***Special Collections:***  This is a new category for FY2024 that includes the Library of Things and Seed Library.  The Library of Things will aid patrons by providing physical objects that serve as a cost-saving benefit by supplying items that patrons need or would like to try before buying.  The Seed Library is a service that has been previously budgeted in other lines.  Funding will provide seeds, reference books and necessary supplies for patron to utilize.

> ***Audio/Visual - Adult:***  Projection of a $9,200 decrease for the purchase of Talking Books, Compact Discs and Videos.  Circulation of these collections has been dropping and a reduction of funding is warranted.  The Library anticipates phasing out its Compact Disc music collection, so further reductions in this area will occur.

> ***Books - Youth:***  Projection of an increase to the Preschool collections.  Collection HQ stats show that additional funds are needed in these areas to meet the demands of patrons.  The Juvenile Graphic Novel collection has the highest turnover of any collection in the Library.  Therefore, the need to maintain the collection and replace worn material is constant.

> ***Audio/Visual - Youth:***  Projection of a 19.8% increase for the expansion of Easy Talking Books.  This is a heavily used collection in need of additional material.  Funding will double the size of the collection.

> ***Audio/Visual - Hot Picks:***  Projection of a $610 increase in funding is for a small increase in purchasing of Videos.  Additionally, a reduction to the funding for Hot Pick CDs will be made as this collection is being phased out.

> ***Electronic Information:***  Projection of a $6,900 decrease is due to four (4) databases being dropped for lack of use.

> ***Periodicals & Publications:***  Projection of a small decrease for periodicals and publications.  Spending for magazine is reduced and two tablets will be purchased for patrons to use inside the Library to view electronic copies during their visit.

## LIBRARY MATERIALS - Fiscal Year 2025

> ***Library Material Projection:***  The Library feels that the collection is one of the core services that it provides for patrons and that it must be funded at an appropriate level.  The Library is always analyzing collection levels and circulation stats so that funds can be shifted to the appropriate places to meet patron demands.  In addition, available shelf space and the introduction of more electronic formats are considerations that need to be followed closely.  The Library will continue utilizing Collection HQ to help it monitor popular collections and to determine where funding increases and decreases should take place.  The areas that are in need of increases are currently in E-Books, Adult, and Youth print material.

| | FY 2023 Budget | FY 2024 Budget Request | Variance | Percent Change | FY 2025 Budget Estimate | Variance | Percent Change |
|---|---|---|---|---|---|---|---|
| **SUPPLIES** | | | | | | | |
| Office Supplies | $ 30,300 | $ 41,900 | $ 11,600 | 38.3% | $ 41,900 | $ - | 0.0% |
| Operating Supplies | 57,000 | 61,200 | 4,200 | 7.4% | 61,700 | 500 | 0.8% |
| Central Copying/Printing | 53,200 | 52,128 | (1,072) | -2.0% | 51,500 | (628) | -1.2% |
| Postal/Freight | 23,160 | 23,200 | 40 | 0.2% | 23,200 | - | 0.0% |
| **Total Supplies** | $ 163,660 | $ 178,428 | $ 14,768 | 9.0% | $ 178,300 | $ (128) | -0.1% |

## SUPPLIES - Fiscal Year 2024

> ***Office Supplies:***  Projection of a $11,600 increase in the Office Supplies category is due to the increased funding for Outreach services.  The Library budgets for supplies at a level that can fund necessary purchases if needed, but tries to only purchase as needed.  The Library is adding $9,400 for the potential funding of mailing homebound patron material.  Additionally, funds will be available for outreach services in the Youth Department.  These are new areas of funding from the previous year.

> ***Operating Supplies:***  Projection of a $4,200 increase in overall Operating Supplies.  The increase is to maintain adequate funding for Processing Supplies, as well as Computer Supplies.

> ***Central Copying & Printing:***  Projection of a $1,072 decrease in funding for copy and printing of Library services.  The decrease is from the lack of need for a letter to the community regarding renovations, moving and closing information.

> ***Postal/Freight:***  Projection of a small increase to Postage & Freight for direct communication to residents within the Portage District Library's area.  This increase will provide funding in the event of an increase to postage rates, as well as provide funds for additional communication to patrons regarding a change in our Circulation Policy.

## SUPPLIES - Fiscal Year 2025

> ***Supplies Projection:***   In FY2025***,*** the library will maintain it level of funding for supplies, copy and print and postage and freight.

| | FY 2023 Budget | FY 2024 Budget Request | Variance | Percent Change | FY 2025 Budget Estimate | Variance | Percent Change |
|---|---|---|---|---|---|---|---|
| **ADMINISTRATIVE SERVICES** | | | | | | | |
| Public Relations | $ 11,700 | $ 11,000 | $ (700) | -6.0% | $ 11,000 | $ - | 0.0% |
| Fundraising | 10,800 | 11,800 | 1,000 | 9.3% | 11,800 | - | 0.0% |
| Professional Surveys | 800 | 800 | - | 0.0% | 800 | - | 0.0% |
| Human Resources | 12,500 | 12,500 | - | 0.0% | 12,500 | - | 0.0% |
| Bank Service Charges | 12,680 | 13,280 | 600 | 4.7% | 14,490 | 1,210 | 9.1% |
| Legal Services | 10,000 | 10,000 | - | 0.0% | 10,000 | - | 0.0% |
| Online Subscription | 61,400 | 86,405 | 25,005 | 40.7% | 66,555 | (19,850) | -23.0% |
| Online Maintenance | 5,900 | 9,500 | 3,600 | 0.0% | 9,900 | 400 | 4.2% |
| Internet Services | 107,200 | 110,000 | 2,800 | 2.6% | 121,000 | 11,000 | 10.0% |
| Payroll Services | 19,000 | 17,500 | (1,500) | -7.9% | 18,500 | 1,000 | 5.7% |
| Financial Services | 15,000 | 17,500 | 2,500 | 16.7% | 18,500 | 1,000 | 5.7% |
| Cataloging & Processing Services | 65,800 | 79,600 | 13,800 | 21.0% | 78,000 | (1,600) | -2.0% |
| Other Administrative Services | 7,300 | 11,800 | 4,500 | 61.6% | 5,800 | (6,000) | -50.8% |
| Investment Services | 2,000 | 2,000 | - | 0.0% | 2,000 | - | 0.0% |
| **Total Administrative Services** | $ 342,080 | $ 393,685 | $ 51,605 | 15.1% | $ 380,845 | $ (12,840) | -3.3% |

## ADMINISTRATIVE SERVICES - Fiscal Year 2024

**> *Public Relations*:** A projection of a $700 decrease for Public Relations in FY2024. The decrease will be in the area of small miscellaneous advertising associated with newsletters.

**> *Fundraising*:** Projection of slight increase to produce the annual campaign and fundraising letters to patrons.

**> *Professional Surveys*:** Projection of no increase in this line.

**> *Human Resources*:** Funding to the Human Resources line will fund shredding services, job advertising, drug screening and backgrounds checks for new employees. This funding level will also enable the Library to conduct yearly human resource training. No increase is projected in this area.

**> *Bank Service Charges*:** Projection of a $600 increase for higher costs in this line.

**> *Legal Services*:** Projection of no increase in this line.

**> *Online Subscriptions*:** This line is to be used to budget for subscription services to online products such as DeskTracker, Content DM, Communico, and Collection HQ. The majority of the increase in funding is for a potential addition of software that could allow patrons to sign-up and renew library cards online.

**> *Online Maintenance*:** This line will be used for the Library's website, including graphics, maintenance, and summer reading updates. A $3,600 increase is needed for upgrades and additions to the Enterpise product. Enterprise software runs the functionality that patrons use and see when they are accessing the Library's catalog.

**> *Internet Services*:** Projection of a $2,800 increase in funding for FY2024 is for the Library to add an additional server for EZproxy.

**> *Payroll Services*:** Projection of $1,500 decrease is possible to align the Library's Payroll, Learning Management System, Onboarding and Recruiting modules through its contracted vendor, Paylocity with estimated pricing based on prior years.

**> *Financial Services*:** Projection of a $2,500 increase to perform the year end audit procedures for FY2023. The budgeted amount will allow the Library to have the annual audit conducted as well as a small amount for additional assistance from the Library's auditors for other issues that may arise.

**> *Cataloging and Processing Services*:** Projection of a $13,800 increase for costs associated with necessary services to make material ready for circulation. The increase will fund an update to the authority records in the catalog. Additionally, there will updating to records that will make information more DEI compliant, as well as more consistent across all records.

**> *Other Administrative Services*:** These funds are used for any expenditures needed in the overall administration of the library at the discretion of the Library Director. Some examples of expenditures are: Library Board election costs and Staff Development Day training. The increase in funding for FY2024 is due to a Library Board election this year.

**> *Investment Services*:** Funds are for expenses related to the library's investment accounts and ongoing expenses related to continuing disclosures for the Library Bonds.

## ADMINISTRATIVE SERVICES - Fiscal Year 2025

**>** The Library is budgeting for no substantive change for FY2025.

| | FY 2023 Budget | | FY 2024 Budget Request | | Variance | Percent Change | | FY 2025 Budget Estimate | | Variance | Percent Change |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **UTILITIES** | | | | | | | | | | | |
| Gas & Electric | $ | 158,500 | $ | 110,000 | $ (48,500) | -30.6% | $ | 125,000 | $ | 15,000 | 13.6% |
| Water & Sewer | | 6,000 | | 5,000 | (1,000) | -16.7% | | 5,000 | | - | 0.0% |
| Telephone | | 36,220 | | 34,100 | (2,120) | -5.9% | | 34,600 | | 500 | 1.5% |
| **Total Utilities** | $ | 200,720 | $ | 149,100 | $ (51,620) | -25.7% | $ | 164,600 | $ | 15,500 | 10.4% |
| | | | | | | | | | | | |
| **BUILDING** | | | | | | | | | | | |
| Library Grounds Maintenance | $ | 15,200 | $ | 15,000 | $ (200) | -1.3% | $ | 15,000 | $ | - | 0.0% |
| Snow Removal | | 15,000 | | 15,000 | - | 0.0% | | 15,000 | | - | 0.0% |
| Building Repair & Maintenance | | 118,500 | | 134,650 | 16,150 | 13.6% | | 134,650 | | - | 0.0% |
| Building Insurance | | 37,000 | | 32,500 | (4,500) | -12.2% | | 35,000 | | 2,500 | 7.7% |
| **Total Building** | $ | 185,700 | $ | 197,150 | $ 11,450 | 6.2% | $ | 199,650 | $ | 2,500 | 1.3% |
| | | | | | | | | | | | |
| **Total Building & Utilities** | $ | 386,420 | $ | 346,250 | $ (40,170) | -10.4% | $ | 364,250 | $ | 18,000 | 5.2% |

## UTILITIES - Fiscal Year 2024

**> *Gas & Electric:*** Projection of a significant decrease in funding for FY2024. Since the Library reopened at its permanent location, Gas & Electric charges have been below pre-construction levels. The building renovation allowed the Library to install energy efficient equipment in the form of HVAC controls and LED lighting. Based on the trend of the previous year, the Library feels confident to lower the budgeted amount for this area.

**> *Water & Sewer:*** Projection of a slight decrease to this line.

**> *Telephone:*** Projection of a $2,120 decrease in funding for FY2024. The Library will be looking at alternate telephone service providers for FY2024. Budgeted funds will cover the Library's main telephone service, stipends for cell phones for key staff, and internet access for programming outside the building.

## UTILITIES - Fiscal Year 2025

**> *Utilities Projection*:** The Library will budget additional funds for gas & electric as usage is down and predictable, but rates are not.

## BUILDING - Fiscal Year 2024

**> *Library Grounds Maintenance:*** Projection of a $200 decrease in funding for FY2024. There will be no significant changes to planned services in this area.

**> *Snow Plowing:*** No increase is projected for FY2024. The Library believes that it has adequate funds budgeted to handle expected snowfall.

**> *Building Repair & Maintenance:*** Projection of a $16,150 increase for FY2024. The increase in funding in the line will fund necessary contractor provided services, such as daily building cleaning, HVAC and elevator maintenance, waste and recycling and other services necessary to maintain the Library's infrastructure in good safe working order. Additionally, funds will cover needed repairs.

**> *Building Insurance:*** The projection of $4,500 decrease in funding for the Library's building insurance premiums. The Library's building insurance is calculated on the replacement value of its building, equipment and furnishings. An anticipated increase in costs was not realized in FY2023 after the completion of the renovation project.

## BUILDING - Fiscal Year 2025

**> *Building Projection:*** The Library will monitor the facilities and adjust funding to maintain a safe and appealing environment for both patrons and staff.

|  | FY 2023 Budget | FY 2024 Budget Request | Variance | Percent Change | FY 2025 Budget Estimate | Variance | Percent Change |
|---|---|---|---|---|---|---|---|
| **EQUIPMENT** | | | | | | | |
| Non-Capital Equipment | $ - | $ - | $ - | 0.0% | $ - | $ - | 0.0% |
| Capital Outlay | - | 25,000 | 25,000 | 0.0% | - | (25,000) | 0.0% |
| **Total Equipment** | $ - | $ 25,000 | $ 25,000 | 0.0% | $ - | $ (25,000) | 0.0% |
| | | | | | | | |
| **FURNISHINGS** | | | | | | | |
| Non-Capital New Furnishings | $ - | $ - | $ - | 0.0% | $ - | $ - | 0.0% |
| Non-Capital Furnishings Repair - Adult | - | - | - | 0.0% | - | - | 0.0% |
| Non-Capital Furnishings Repair - Youth | - | - | - | 0.0% | - | - | 0.0% |
| Non-Capital Furnishing Replacement | - | - | - | 0.0% | - | - | 0.0% |
| **Total Furnishings** | $ - | $ - | $ - | 0.0% | $ - | $ - | 0.0% |
| | | | | | | | |
| **Total Furnishings & Equipment** | $ - | $ 25,000 | $ 25,000 | 0.0% | $ - | $ (25,000) | -100.0% |

## EQUIPMENT - Fiscal Year 2024

**> _Capital Outlay_:**  The Library is budgeting for a $25,000 increase for FY2024.  Additional funds are for a new AWE learning computer in Youth Services and additional equipment to the Maker Space/Creation Station area.

## EQUIPMENT - Fiscal Year 2025

**> _Equipment Projection_:**  The Library is anticipating a small reduction of funding for Equipment in FY2025.

## FURNISHINGS - Fiscal Year 2024

**> _Non-Capital New Furnishings_:**  The Library is budgeting for no planned expenditures in this line at this time.

**> _Non-Capital Furnishings Repair - Adult:_**  The Library is budgeting for no planned expenditures in this line at this time.

**> _Non-Capital Furnishings Repair - Youth:_**  The Library is budgeting for no planned expenditures in this line at this time.

## FURNISHINGS - Fiscal Year 2025

**> _Furnishings Projection_:**   The Library is not planning any furnishing projects for FY2025 at this time.

| | FY 2023 Budget | FY 2024 Budget Request | Variance | Percent Change | FY 2025 Budget Estimate | Variance | Percent Change |
|---|---|---|---|---|---|---|---|
| **OTHER CHARGES** | | | | | | | |
| Equipment Repair & Maintenance | $ 278,060 | $ 261,000 | $ (17,060) | -6.1% | $ 265,000 | $ 4,000 | 1.5% |
| Library Programming | 45,000 | 83,170 | 38,170 | 84.8% | 83,911 | 741 | 0.9% |
| Training, Education & Memberships | 46,000 | 49,300 | 3,300 | 7.2% | 49,300 | - | 0.0% |
| **Total Other Charges** | $ 369,060 | $ 393,470 | $ 24,410 | 6.6% | $ 398,211 | $ 4,741 | 1.2% |

## OTHER CHARGES - Fiscal Year 2024

> ***Equipment Repair & Maintenance:***  Projection of a $17,060 decrease for anticipated costs related to keeping equipment in good repair and operational and to fund possible replacements, as well as for the licensing and support of software at the Library.  The majority of this decrease is associated with moving the purchase of new Creation Station/Maker Space equipment to the Capital Outlay line.

> ***Library Programming***:  Projection of a $38,170 increase in Library Programming.  This increase includes a $14,120 increase for Adult Programming, a $16,050 for Youth Programming and a $8,000 new budget for Maker Space/Creations Station Programming.  These increases are necessary to maintain a level of programming demanded by the public and to utilize more outside performers and presenters.

> ***Training and Education:***  Projection of a $3,300 increase in Training, Education & Memberships.  Expenditures in this category are for dues and memberships to various professional organizations for staff.  Also included in this line is Staff, Board, and Director training and mileage reimbursements.

## OTHER CHARGES - Fiscal Year 2025

> ***Other Charges Projection:***  FY2025 will see small increases technology support and programming where needed.

| | FY 2023 Budget | FY 2024 Budget Request | Variance | Percent Change | FY 2025 Budget Estimate | Variance | Percent Change |
|---|---|---|---|---|---|---|---|
| **CAPITAL IMPROVEMENT PROJECTS** | | | | | | | |
| Library Bond Payment | $ 964,100 | $ 962,350 | $ (1,750) | 0.0% | $ 960,300 | $ (2,050) | 0.0% |
| Library Technology Project | 170,000 | 175,000 | 5,000 | 2.9% | 250,000 | 75,000 | 42.9% |
| Capital Maintenance | 150,000 | 150,000 | - | 0.0% | 193,879 | 43,879 | 29.3% |
| Building Improvement Project | - | - | - | 0.0% | - | - | 0.0% |
| **Total Capital Projects** | $ 1,284,100 | $ 1,287,350 | $ 3,250 | 0.3% | $ 1,404,179 | $ 116,829 | 9.1% |

## CAPITAL PROJECTS - Fiscal Year 2024

> *__Library Bond Payment__:*  The Library issued bonds in the spring of FY2021 to fund the Library Improvement Project.  The bonds are structured to pay only interest in FY2021 and principal and interest in FY2022-2029.  The total annual debt payments, principal and interest, are structured to be consistent in those years to negate fluctuation in the annual debt service payments and therefore, cause stress on any one year's budget.  This level will fund the Library's obligation for FY2024.

> *__Library Technology Project__:*  Requested funds will be used in conjunction with the Library's technology plan.  Planned expenditures include: the replacement of public access computers and mobile devices; some RFID equipment: and necessary equipment upgrades for wireless access throughout the building.

> *__Capital Maintenance__:*  The Library is budgeting $150,000 for capital maintenance.  These funds are to be used for unplanned building repairs or projects that are not funded in other lines.  Additionally, unused funds will be set aside to be used in future projects related to the building.


## CAPITAL PROJECTS - Fiscal Year 2025

> *__Capital Projects Projection__:*  The Library will set funds aside to complete building projects that may arise.

# Portage District LIBRARY

## STRATEGIC PLAN
## 2023-2026

# Why

Portage District Library is a hub of learning and social connection, with constantly evolving collections, programs, and services. To align its resources with the emerging priorities of the community, Portage District Library has undergone a comprehensive strategic planning process with feedback from the community and stakeholders. By implementing a new strategic plan, Portage District Library will be able to focus efforts on its new strategic directions: Strengthening the Community; Extraordinary Experiences; and Investing in the Future.

# How

Portage District Library initiated a strategic planning process starting in the Summer of 2022. Amanda E. Standerfer from Fast Forward Libraries LLC was engaged to facilitate the planning process in three phases: Learn, Dream, Do. The Learn phase entailed forming a Planning Team to guide the process, holding staff and Board feedback sessions, conducting a community survey, and leading stakeholder focus groups and interviews. In the Dream phase, the Planning Team discussed possible future pathways for the library and developed strategic directions and goals for the coming four years. This strategic plan will guide Portage District Library through the Do phase, as the library executes its vision for the future.

# Vision

*Inspiring, Enriching, and Empowering Our Community*

# Mission

*We transform lives by cultivating connection, discovery, creativity, and personal growth.*

# Ends Statements

**Optimize access to resources for information, education, and entertainment.**

**Be a safe, welcoming, inclusive destination for families, groups, and individuals.**

**Be a leader in strengthening our community.**

**Be a community hub to experience and explore diverse arts and culture.**

# Core Values

- Accountability
- Confidentiality and Privacy
- Customer Service
- Safety
- Partnerships
- Education and Lifelong Learning
- Equitable Access

- Excellence
- Inclusivity
- Innovation
- Intellectual Freedom
- Play and Inspiration
- Respect and Kindness
- Community Building

# Strengthening the Community

*We facilitate community members learning, creating, and bridging divides.*

**GOAL 1:** Enrich the lives of community members by providing innovative and ample outlets for expressing creativity.

### Activities:

1.1.1   Invest in cutting edge technology in the Makerspace, Creation Station, and Library of Things service areas to provide learning opportunities for patrons.

1.1.2   Create opportunities for patrons' creative work to be displayed and highlighted at the library.

**GOAL 2:** Build and expand vibrant partner plans with organizations working towards aligned goals.

### Activities:

1.2.1   Partner with community organizations to host programming.

1.2.2   Consult with existing and potential community partners about effective ways to meet community needs.

**GOAL 3:** Implement targeted community engagement campaigns and create routine feedback opportunities for patrons.

### Activities:

1.3.1   Prioritize directions for outreach including staff connections and community interest.

1.3.2   Create a robust feedback system to allow data from multiple sources to be analyzed and shared with the staff and community.

# Extraordinary Experiences

*We provide exceptional services that lead to delightful and meaningful interactions.*

**Goal 1:** Position the library in unexpected ways in the community.

### Activities:

2.1.1    For outreach to underserved populations, prioritize access to regular remote circulation of materials and personal connections with Library staff.

2.1.2    Prioritize offsite outreach opportunities that target those who have barriers to in-building services.

**Goal 2:** Equip staff to provide caring, responsive service to support the information and life-stage needs of community members.

### Activities:

2.2.1    Develop and execute training to educate staff on diversity, equity, inclusion, and accessibility (DEIA) principles, ensuring their effective implementation throughout the organization.

2.2.2    Conduct staff trainings to enhance their skills in providing empathetic support and social emotional assistance to patrons.

**Goal 3:** Celebrate and strengthen the community's social fabric by incorporating relationship building opportunities in library programs and throughout the building.

### Activities:

2.3.1    Host more programs that foster interaction and community.

2.3.2    Investigate framework that helps people share differing viewpoints in a safe space.

# Investing in the Future

## *We help the community evolve and grow.*

**Goal 1:** Maintain high-quality staff by investing in hiring, orientation, and retention practices that are equitable and inclusive.

### Activities:

3.1.1 Review staff wages and adjust based on the results of the compensation study.

3.1.2 Create a standardized orientation and cross training.

3.1.3 Implement robust internal communication procedures.

3.1.4 Create a performance evaluation system that encourages open communication and clear expectations.

**Goal 2:** Provide technology access and learning opportunities for community members so they are confident navigating an evolving digital world.

### Activities:

3.2.1 Offer a robust, cutting-edge catalog for patrons to access our full collections including Library of Things, e-Resources, and databases.

3.2.2 Create promotional campaigns to highlight the library's services.

3.2.3 Implement staff training focused on empowering individuals with the necessary technology skills to support and assist patrons in navigating and maximizing their use of various technologies.

3.2.4 Invest in more device offerings.

**Goal 3:** Find ways to be welcoming and inclusive through collections, programs, displays, messaging, and facilities.

### Activities:

3.3.1 Create successful collection display practices.

3.3.2 Improve access to and visibility of collections/services that meet local needs and interests. Prioritize currency, responsiveness, local information, and ties to library and local events.

3.3.3 Prioritize accommodating people with disabilities when designing or selecting offerings.

# Next Steps

## Implementation and Evaluation

Since the Strategic Plan 2023-2026 was adopted by the Portage District Library Board of Trustees at the Board Meeting on December 12, 2022, the staff has developed an activity plan to guide implementation. Implementation is a continual process throughout the 4-year plan. The timing of certain activities will be determined by priority and influenced by various factors, such as funding and other resource allocation. Review and adjustment of the activity plan will happen on a regular basis.

Evaluation of the plan will be ongoing once the plan implementation is approved. The status of the plan and its implementation will be reported quarterly to Trustees and stakeholders at Board meetings. The Board can expect a Third Quarter Update (July, August, September 2023) at the October 23, 2023 Library Board Meeting.