Minutes

REGULAR BOARD MEETING

October 26, 2026 Draft

7:00 PM MEETING

CEDAR SPRINGS PUBLIC LIBRARY

107 Main Street, Cedar Springs, MI 49319

Mission Statement

The mission of the Cedar Springs Public Library is to provide quality materials and services to educate, inform, teach, and partner with our diverse community in an atmosphere that is welcoming and promotes lifelong Learning.

I. **Call to Order** 7:00 pm

Chairperson Smith called the meeting to order at 7:00p.m.

a. Roll Call: Verification of a Quorum
   Present: Dykstra, Gritter, Lehmoine, Owen, Smith, Armock, Martineau
   Absent: None
   The Chair verified there was a quorum present to conduct the business of the Board.

II. Pledge of Allegiance

Chair Smith led the Board in the pledge of allegiance

III. Approval of Agenda

Motion by Owen, 2nd by Lehmoine, to approve the agenda as presented.

Voice Vote: Ayes: all Nays: 0 **Motion Passes**

IV. Consent Agenda

a. Minutes of September 28, 2026 Regular Meeting
b. September 2026 Financial Reports

Motion by Owen, 2nd by Gritter, to approve the Consent Agenda consisting of the September 28, 2026 Regular Meeting Minutes, September 2026 Financial Reports, from September 28, 2026 Meeting.

Roll Call Vote: Ayes: Dykstra, Gritter, Lehmoine, Owen, Smith, Armock, Martineau
Nays: 0 **Motion Passes**

V. Directors Report –

- See attached summary of Director's Monthly Report

Discussion:

-Tim appreciates the strategic plan

-Tony is thankful that James presented at both the City and Solon Township meetings

DRAFT

VI. Chairperson's Report – T. Smith

-Tim attended both the City and Solon Township meetings; James did a great job informing them of what we do

--Tim suggested that board members have name plates

VII. Committee Reports

a. Personnel Committee- None
b. Policy Committee-None
c. By-laws Committee- Tim is going to type up the notes from their last meeting
d. IT (Technology) Committee-None
e. Finance Committee- went over the fraud policy; had some questions and sent them back to the attorney to review
f. Strategic Plan Committee-None

VIII. Public Comment

None

IX. Ongoing/New Business

Audit presentation from Vredeveld Haefner LLC
-It was a good, clean audit with no issues
-Board has a copy of audit summary
-There is a healthy amount in the fund balance

Discussion:

-Tony thanked James for providing the budget information and keeping the budget in line

Motion by Owen 2nd by Armock, to accept the Audit as presented by Vredeveld Haefner LLC.

Roll Call Vote: Ayes: Dykstra, Gritter, Lehmoine, Owen, Smith, Armock, Martineau
Nays: 0 **Motion Passes**

X. Agenda Items for November 23, 2026 Meeting

-Reports from bylaw and finance committees
-Quotes for security system updates
-James will report on the priority list for strategic plan

XI. Informational Items

-James will be out of the library the rest of the week at a conference

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X. Second Public Comment

-None

XI. Board Comments

Dykstra- None

Gritter- glad audit went well and the auditors gave positive feedback

Lehmoine- is proud to serve on the board

Owen- thankful for keeping the budget in line

Armock- shoutout to library staff for helping her daughter learn more about interloan library system

Martineau- shoutout to library staff for making her kids feel welcome

Smith- appreciates that the library is truly a community hub and it is continuing to grow

XII. Motion to Adjourn

Motion by Owen, 2nd by Gritter to adjourn the meeting at 7:18 pm.

Voice Vote: Ayes: All Nays: 0 **Motion Passes**

Respectfully submitted by Allyssa Martineau, Board Secretary, September 29, 2026

Board Approved- [This only needs to be signed once Board approves minutes at the next meeting].

_____Board Secretary Date:_____

_____Board Chair Date:_____

Next regular meeting scheduled for October 26, 2026, at 7:00 pm at the Library.

Meeting Attachments:

- Draft Minutes of 28 September 26 Regular Meeting
- September 2026 Financial Report from City
- Director's October Report
- Audit Summary

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Minutes

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a. Roll Call: Verification of a Quorum
   Present: Dykstra, Gritter, Lehmoine, Owen, Smith, Armock, Martineau
   Absent: None
   The Chair verified there was a quorum present to conduct the business of the Board.

II. Pledge of Allegiance

Chair Smith led the Board in the pledge of allegiance

III. Approval of Agenda

Motion by Owen, 2nd by Lehmoine, to approve the agenda as presented.

Voice Vote: Ayes: all Nays: 0 **Motion Passes**

IV. Consent Agenda

a. Minutes of August 2026 Regular Meeting
b. August 2026 Financial Reports

Motion by Owen, 2nd by Lehmoine, to approve the Consent Agenda consisting of the [Previous Month's] Regular Meeting Minutes, August 2026 Financial Reports, from [Previous Month's Date] Meeting.

Roll Call Vote: Ayes: Dykstra, Gritter, Lehmoine, Owen, Smith, Armock, Martineau
Nays: 0 **Motion Passes**

V. Directors Report –

- See attached summary of Director's Monthly Report

Discussion:

-Michelle had a question about Solon Township getting a copy of the strategic plan. James let her know he already sent it to the clerk.

DRAFT

-Tony had a question about hot spots and how they are doing. James let him know that the first one checked out is due tomorrow, but he hasn't heard any complaints.

VI. Chairperson's Report – T. Smith

None

VII. Committee Reports

a. Personnel Committee- None
b. Policy Committee-None
c. By-laws Committee- met on September 16, 2026, all members were present. Draft copy will be available soon for the board to review.
d. IT (Technology) Committee-None
e. Finance Committee- will be meeting on October 5, 2026
f. Strategic Plan Committee-None

VIII. Public Comment

-Rose Powell wished the board a happy Red Flannel Day.

IX. Ongoing/New Business

a. Approval of 2025-2026 Reconciled Budget - Adjusted

Director presented the adjusted Final 2025-2026 Reconciled Budget for approval. While the library was over a few line items, the overall budget was under and the Auditors cited Revenues were substantially higher than budgeted, primarily because of increased local contributions and property tax revenue, while expenditures were below budge.t The library also remained within its legally authorized spending limits and had no outstanding debt at year-end.

Discussion:

-James - the City and auditors looked both looked at the audit and didn't find anything concerning. The auditors will let us know when they will attend a board meeting (estimated November 2026).

Motion by Owen 2nd by Dykstra, to approve the [Ongoing/New Business Item 1].

Roll Call Vote: Ayes: Dykstra, Gritter, Lehmoine, Owen, Smith, Armock, Martineau
Nays: 0 **Motion Passes**

X. Agenda Items for October 26, 2026 Meeting

None

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XI. Informational Items

None

XII. Second Public Comment

-Rose Powell provided information on city ordinance updates. She also informed us that she will be retiring. Also let us know that there is a new Kent County Sheriff and he will be going around to meet with town leaders.

XIII. Board Comments

Dykstra- None

Gritter- likes the strategic plan document

Lehmoine- likes meeting minutes from secretary

Owen- likes the strategic plan document; inquired about the trustee manual having new indexes

Armock- None

Martineau- None

Smith- good job library staff! Appreciates all we are doing and receives a lot of compliments from the public.

XIV. Motion to Adjourn

Motion by Owen, 2nd by Lehmoine to adjourn the meeting at 7:18 pm.

Voice Vote: Ayes: All Nays: 0 **Motion Passes**

Respectfully submitted by Allyssa Martineau, Board Secretary, September 29, 2026

Board Approved- [This only needs to be signed once Board approves minutes at the next meeting].

_____ Board Secretary Date:_____

_____ Board Chair Date:_____

Next regular meeting scheduled for October 26, 2026, at 7:00 pm at the Library.

Meeting Attachments:

- Draft Minutes of [Previous Month's] Regular Meeting
- August 2026 Financial Report from City
- Director's Monthly Report
- Final 2025-26 Budget - Adjusted

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BALANCE SHEET
Period Ending 09/30/2026

Fund 271 Library Fund

GL Number	Description	Balance
*** Assets ***		
271-000-001.110	CASH IN BANK - CHOICEONE	503,130.11
271-000-003.185	CD - CHOICE ONE	66,530.00
271-000-004.000	Petty Cash	289.14
271-000-004.100	CASH DRAWER	100.00
271-000-035.000	Certificate of Deposit-Cowles	13,000.00
271-000-035.100	Certificate of Deposit-USF Funds	6,634.97
Total Assets		**589,684.22**
*** Liabilities ***		
271-000-209.000	State Unemployment Tax Payable	29.73
Total Liabilities		**29.73**
*** Fund Balance ***		
271-000-373.000	Assigned - USF Funds	6,634.97
271-000-375.500	RESTRICTED - CAPITAL MAINTENANCE	5,000.00
271-000-383.300	Non-spendable - Cleo Cowles	13,000.00
271-000-390.000	Restricted - Library Operations	433,378.78
271-000-390.100	UNASSIGNED - MABIE FUNDS DONATION	73,363.70
Total Fund Balance		**531,377.45**
Beginning Fund Balance		**531,377.45**
Net of Revenues VS Expenditures		**58,277.04**
Ending Fund Balance		**589,654.49**
Total Liabilities And Fund Balance		**589,684.22**

REVENUE AND EXPENDITURE REPORT

PERIOD ENDING 09/30/2026

GL NUMBER	DESCRIPTION	2026-27 AMENDED BUDGET	YTD BALANCE 09/30/2026	ACTIVITY FOR MONTH 09/30/2026	AVAILABLE BALANCE	% BDGT USED
Fund 271 - Library Fund						
Revenues						
Dept 000						
271-000-400.100	Appropriation from Fund Bal	3,540.00	0.00	0.00	3,540.00	0.00
271-000-400.600	Approp. from Cleo Cowles	50.00	0.00	0.00	50.00	0.00
271-000-402.000	Tax Collections - Ad Valorem Roll	156,300.00	144,874.88	137,495.98	11,425.12	92.69
271-000-432.000	Tax Collections - DNR PLT	60.00	0.00	0.00	60.00	0.00
271-000-437.000	Tax Collections - IFT Roll	860.00	857.30	857.30	2.70	99.69
271-000-530.000	USF FUNDS-ERATE	5,000.00	1,655.42	468.00	3,344.58	33.11
271-000-548.000	STATE AID	10,900.00	5,576.46	0.00	5,323.54	51.16
271-000-615.000	FINES & SERVICES	4,900.00	985.04	374.90	3,914.96	20.10
271-000-626.000	LIBRARY SERVICES - SOLON TWP	280,070.00	0.00	0.00	280,070.00	0.00
271-000-655.100	PENAL FINES	15,000.00	0.00	0.00	15,000.00	0.00
271-000-665.000	INTEREST INCOME	9,200.00	853.56	547.05	8,346.44	9.28
271-000-667.000	Rental Income	6,800.00	1,706.82	561.86	5,093.18	25.10
271-000-669.000	INVESTMENT INCOME	100.00	0.00	0.00	100.00	0.00
271-000-674.000	Donations	1,000.00	264.82	131.70	735.18	26.48
271-000-674.200	Book Donations	500.00	0.00	0.00	500.00	0.00
271-000-674.400	Summer Reading Program Donations	3,000.00	0.00	0.00	3,000.00	0.00
271-000-674.700	Area Libraries Lost & Damaged Books	400.00	311.80	135.69	88.20	77.95
271-000-677.000	Miscellaneous	3,000.00	0.01	0.00	2,999.99	0.00
Total Dept 000		500,680.00	157,086.11	140,572.48	343,593.89	31.37
TOTAL REVENUES		500,680.00	157,086.11	140,572.48	343,593.89	31.37
Expenditures						
Dept 790 - Library						
271-790-702.000	WAGES - FULL TIME EMPLOYEES	70,680.00	13,287.56	5,000.00	57,392.44	18.80
271-790-704.000	WAGES - PART TIME EMPLOYEES	165,000.00	30,416.80	11,094.61	134,583.20	18.43
271-790-708.000	UNEMPLOYMENT EMPLY BENEFIT EXP	4,730.00	21.26	7.85	4,708.74	0.45
271-790-709.000	SOCIAL SECURITY EXPENSE	16,300.00	3,343.36	1,231.24	12,956.64	20.51
271-790-719.000	WORKMENS COMPENSATION INSURANCE	730.00	656.00	0.00	74.00	89.86
271-790-726.000	OFFICE SUPPLIES	4,200.00	1,225.73	135.07	2,974.27	29.18
271-790-727.000	POSTAGE	560.00	100.95	19.83	459.05	18.03
271-790-734.000	Overdrive Program Expense	3,300.00	0.00	0.00	3,300.00	0.00
271-790-735.000	AV Expense	2,200.00	39.90	39.90	2,160.10	1.81
271-790-739.000	Area Libraries Lost & Damaged Books	1,150.00	585.10	414.63	564.90	50.88
271-790-746.000	CLEANING SUPPLIES	2,200.00	1,030.94	378.30	1,169.06	46.86
271-790-790.000	PROGRAMS	16,800.00	3,374.87	863.39	13,425.13	20.09
271-790-792.000	BOOKS	35,500.00	5,934.40	3,196.30	29,565.60	16.72
271-790-792.100	LIBRARY OF THINGS	1,000.00	0.00	0.00	1,000.00	0.00
271-790-792.200	DIGITAL MATERIALS	12,430.00	1,905.03	989.94	10,524.97	15.33
271-790-801.000	Professional Service Expense	20,000.00	10,960.00	4,000.00	9,040.00	54.80
271-790-801.600	PROFESSIONAL SERVICE - LAWN/SNOW	6,610.00	1,815.00	520.00	4,795.00	27.46
271-790-808.000	Lakeland Support Services	27,560.00	5,434.52	388.00	22,125.48	19.72
271-790-811.000	COMPUTER MAINTENANCE EXPENSE	8,500.00	1,107.94	0.00	7,392.06	13.03
271-790-812.000	SOFTWARE	7,140.00	735.00	0.00	6,405.00	10.29
271-790-813.000	Garbage Disposal Service	440.00	75.36	75.36	364.64	17.13
271-790-850.000	COMMUNICATIONS - TELEPHONE	1,900.00	433.03	157.67	1,466.97	22.79
271-790-852.000	INTERNET EXPENSE	7,100.00	2,034.07	124.99	5,065.93	28.65
271-790-861.000	TRANSPORTATION EXPENSE	2,100.00	71.05	24.65	2,028.95	3.38
271-790-900.000	PUBLIC RELATIONS	2,200.00	0.00	0.00	2,200.00	0.00
271-790-922.000	WATER UTILITY EXPENSE	1,100.00	328.49	96.06	771.51	29.86
271-790-923.000	GAS UTILITY	2,820.00	183.60	61.20	2,636.40	6.51
271-790-926.000	Electric Expense	9,860.00	3,405.96	1,594.31	6,454.04	34.54

GL NUMBER	DESCRIPTION	2026-27 AMENDED BUDGET	YTD BALANCE 09/30/2026	ACTIVITY FOR MONTH 09/30/2026	AVAILABLE BALANCE	% BDGT USED
Fund 271 - Library Fund						
Expenditures						
271-790-930.000	Repair & Maintenance Serv Exp	17,100.00	358.07	0.00	16,741.93	2.09
271-790-955.000	Bank Fees	2,420.00	122.68	39.08	2,297.32	5.07
271-790-956.000	Miscellaneous Expense	5,500.00	1,068.50	281.27	4,431.50	19.43
271-790-957.000	MEMBERSHIP & DUES EXPENSE	890.00	745.00	0.00	145.00	83.71
271-790-960.000	INSURANCE - GENERAL LIABILITY & PROPERTY	8,470.00	5,379.00	0.00	3,091.00	63.51
271-790-961.000	EDUCATION/TRAINING EXPENSE	2,100.00	315.00	0.00	1,785.00	15.00
271-790-970.000	Capital Expense	12,540.00	0.00	0.00	12,540.00	0.00
271-790-970.400	CAPITAL - TECHNOLOGY	10,000.00	2,314.90	1,790.00	7,685.10	23.15
271-790-999.100	APPROPRIATION TO FUND BALANCE	7,550.00	0.00	0.00	7,550.00	0.00
Total Dept 790 - Library		500,680.00	98,809.07	32,523.65	401,870.93	19.73
TOTAL EXPENDITURES		500,680.00	98,809.07	32,523.65	401,870.93	19.73
Fund 271 - Library Fund:						
TOTAL REVENUES		500,680.00	157,086.11	140,572.48	343,593.89	31.37
TOTAL EXPENDITURES		500,680.00	98,809.07	32,523.65	401,870.93	19.73
NET OF REVENUES & EXPENDITURES		0.00	58,277.04	108,048.83	(58,277.04)	100.00

CHECK REGISTER FOR CITY OF CEDAR SPRINGS
CHECK DATE FROM 09/01/2026 - 09/30/2026

Bank LIBC1 LIBRARY MAIN CHECKING

Check Date	Check	Vendor Name	Amount
09/01/2026	17193	ARROWASTE	75.36
09/01/2026	17194	CINTAS CORP	106.51
09/01/2026	17195	CONSUMERS ENERGY	886.33
09/01/2026	17196	COPIES PLUS PRINTING CO	186.68
09/01/2026	17197	INGRAM LIBRARY SERVICES	1,364.69
09/01/2026	17198	SPECTRUM BUSINESS	124.99
09/16/2026	20(E)	ELAN FINANCIAL SERVICES	2,109.38
09/16/2026	17199	DTE ENERGY	61.20
09/16/2026	17200	INGRAM LIBRARY SERVICES	406.90
09/16/2026	17201	LAKELAND LIBRARY COOPERATIVE	388.00
09/16/2026	17202	LAURA PARKS	24.65
09/16/2026	17203	TURFS ARE US, INC	520.00
09/16/2026	17204	VREDEVELD HAEFNER LLC	4,000.00
09/29/2026	21(E)	CONSUMERS ENERGY	707.98
09/29/2026	17205	CINTAS CORP	153.13
09/29/2026	17206	CITY OF CEDAR SPRINGS	96.06
09/29/2026	17207	INGRAM LIBRARY SERVICES	1,131.76
09/29/2026	17208	OVERDRIVE INC.	989.94
09/29/2026	17209	VISUAL EDGE IT LLC	1,817.31

LIBC1 TOTALS:

Total of 19 Checks:	15,150.87
Less 0 Void Checks:	0.00
Total of 19 Disbursements:	15,150.87

Director's Report

October 2026

Board Tasks

- **The Strategic Plan:** For our staff in-service day, we listed and prioritized projects related to the Strategic Plan. See attached Action Item list. Next steps will be to share any projects that need Board spending approval and Director quarterly updates.

Action & Information

- **October Michigan Library Appreciation Month and MI Right to Read Proclamation:** Kent County Commissioners issued a proclamation recognizing October as Michigan Library Appreciation Month and MI Right to Read Week October 4-10. I attended a presentation on Thursday, October 8, 2026 at the Kent District Library Service Center in Comstock Park. The Proclamation is attached.
- **Jerry Hall Teen Space Dedication/Teen Reading Space:** Thank you to all who attended the dedication of the new Teen Reading Space on Saturday, October 17th. It was a very small event with Jerry's family, who were all appreciative of the new space and our plans for making it more inviting for teens. So far, we have had students use the space as intended and even a few have thanked us for the updates or have left positive feedback on the space itself.

Community Engagement

- The City has formed an Events Advisory Committee (EAC), of which I am a member. The EAC's purpose is to coordinate and collaborate across local organizations to plan the big events that happen in Downtown Cedar Springs (Halloween Spooktacular, Tree Lighting Ceremony, New Year's Eve, etc.). This could help us with reaching goals under our Commitment to Connections of our Strategic Plan.

Program Attendance & Usage Stats

- September Door Count: 5,394

- Total September Program participation: 1,154
    - Senior Exercise: 180
    - Storytimes: 360
    - Book Club: 13
    - Writers' Group: 9
    - Crochet Club: 6
    - Gather 2 Grow Lunches handed out: 35
        - Last Gather 2 Grow day was Wednesday, September 2.
    - Trading Card Night: 37
    - Fall Pumpkin Craft: 13
    - Outreach visits: 15
    - Passive Programs (Find Dewey, ISpy, etc.): 486
- Study Room Reservations: 131 (about 33/wk.)
    - Community Room Uses: 41
    - Rentals: 8
    - Programs/Meetings: 33

Patrons: 3,451 – Annual Patron Purge occurred this month. Every year, Lakeland purges library cards that have been inactive for 3+ years and have no outstanding fines.

- Cedar Springs: 1,436
- Solon Township: 1,814
- KDL: 148
- Other LLC Patrons: 53

Circulation: 3,788

- Adult books: 890
- Youth books: 1,569
- YA books: 80
- Books on CD: 29
- DVDs: 197
- Express Items (do not go out to other libraries): 194
- Other Items (including Library of Things, Hotspots, etc.): 8
- Digital Content: 1,018
    - E-Books: 316
    - E-Audiobooks: 528
    - Digital Magazines: 174

PROCLAMATION BY THE KENT COUNTY BOARD OF COMMISSIONERS

WHEREAS, libraries serve an important role in strengthening communities by providing access to books, technology, educational resources, programs and reliable information for people of all ages; and,

WHEREAS, public libraries throughout Kent County provide these services to residents across our communities, supporting literacy, lifelong learning, digital access and meaningful community connection; and,

WHEREAS, library professionals across Kent County help residents discover information, develop new skills, explore ideas and access resources that support both personal and community growth; and,

WHEREAS, the Michigan Library Association annually designates October as Michigan Library Appreciation Month to recognize the contributions of libraries across the state, and October 4-10, 2026, will also be observed as MI Right to Read Week; and,

WHEREAS, these observances provide an opportunity to recognize the important work of public libraries and library professionals throughout Kent County, as well as the broader role libraries play in enriching communities throughout Michigan;

NOW, THEREFORE, BE IT RESOLVED, that the Kent County Board of Commissioners hereby recognizes October 2026 as Michigan Library Appreciation Month and October 4-10, 2026, as MI Right to Read Week, and encourages residents to visit a public library in Kent County and explore the many resources, programs and services libraries provide.

[redacted]

Ben Greene, Chair
Kent County
Board of Commissioners

[redacted]

Lindsey Thiel, Vice-Chair
Kent County Commissioner
11th District

Strategic Plan: Growing Together – Action Items

Purpose Statement: The Cedar Springs Public Library is committed to supporting the growing needs of our communities through our collection, connections, and curiosity.

- **Commitment to Growing Our Collection -** We will strategically grow and maintain a diverse, relevant, and accessible collection that reflects the interests and needs of our communities.
  - Expand our shelving space to maximize the number of materials for patron use.
    - Purchase additional shelves to optimize space and develop a patron friendly layout for easy access.
      - Rearrange shelves based on patron traffic
  - Update signage for all collections. Investigate online mapping of the collections.
    - Invest in permanent wayfinding signage.
      - In conjunction with purchase of additional shelves
  - Increase investment in print, digital, and emerging collections by adding sufficient funds to the materials budgets.
    - Investigate new collections, products and opportunities such as streaming and other new formats.
      - Increase existing physical collections such as DVD/Blu-Ray, Vox Books, Wonderbooks, and Book Club Kits
      - Price out Hoopla, Kanopy, and other streaming services
      - Look into Hiveclass
      - Price out Playaways
  - Establish evaluation methods of collection usage to guide purchasing, weeding, and other collection development decisions.
    - Collection reports/audits
    - Create Staff purchase list
    - Utilize book vendors outside of Ingram/Amazon
    - Invest in professional review publications
  - Establish a long-term weeding and replacement program for all collection areas.
    - CREW and MUSTIE

- **Commitment to Growing Our Connections -** We will actively develop and sustain relationships with residents, organizations, businesses, schools, and local leaders to enhance services, expand opportunities, and increase our impact.
    - Create a comprehensive Communication Master Plan
        - Streamline marketing campaigns
        - Crisis Communication Plan
        - Establish communications channels for Library Staff, Director, and Board
    - Strengthen partnership with schools
        - Reach out to different local school staff and faculty to determine methods of new/reinforce outreach channels with students
        - Establish partnership with new CSPS Superintendent

- **Commitment to Growing Our Curiosity -** We are committed to fostering curiosity, creativity, and lifelong learning through diverse and engaging educational, cultural, recreational, and enriching programs for all ages.
    - Expand program offerings for all ages.
    - Encourage community participation in programming.
        - Develop or adapt an online form for program suggestions
        - Create mini surveys to create instant feedback on programs and events.
    - Work with community experts to offer instructional programs for all ages.
        - Partner with local experts and organizations to provide engaging educational experiences.
    - Improve our library spaces to better provide programs and services for our communities.
        - Dedicate children's area to former director, Donna Clark with updates to the space.
        - Update Classroom space with more storage options for more public use.
        - Evaluate space usage to better accommodate programs and services
    - Emphasize skills education in traditional, digital, and information literacy, for patrons of all ages.
        - Offer programs that support literacy, digital skills, workforce development, wellness, arts, and lifelong learning.
        - Continue supporting early literacy and align programming with statewide literacy initiatives.
    - Perform a Program Audit
        - Evaluate participation and community feedback to guide future programming decisions.

- **Commitment to Growing Ourselves -** We are committed to fostering organizational excellence through the growth and development of our staff, Board of Trustees, and facilities.
    - Update Library Policies and Bylaws to optimize operations and governance.
        - Review and update library policies and Board Bylaws to reflect current laws, best practices, and organizational needs.
        - Strengthen governance through regular trustee continuing education.
    - Develop and implement a multi-year Capital Improvement Plan that prioritizes the safety, accessibility, and sustainability of Library facilities.
        - Update security system
        - Install smoke detectors throughout the building, not just the kitchenette
        - Update bathroom sink faucets
        - Become Sustainable Library Initiative Certified
        - Investigate new, innovative capital technologies
    - Clarify and establish roles and responsibilities within the organization
        - Determine Lakeland Library Cooperative's role is our daily operations – Effects on policies, procedures, etc.
        - Optimize Org Chart with Staff/Board specific roles and responsibilities

Strategic Plan: Growing Together – RACI Chart for Strategic Plan Action Items

A RACI chart is a project management tool used to clarify roles and responsibilities for each action item in the Library's strategic plan, Growing Together. RACI stands for Responsible, Accountable, Consulted, and Informed.

- **Responsible:** The individual(s) responsible for completing the work or carrying out the action item.
- **Accountable:** The individual who has final ownership of the action item and ensures it is completed. Each action item should have one clearly identified accountable person.
- **Consulted:** Individuals whose input, expertise, or feedback is sought during the process.
- **Informed:** Individuals who need to receive updates on progress or outcomes but are not directly involved in completing the work.

Using a RACI chart will help the Library clarify expectations, improve communication, and establish accountability as we implement the strategic plan. It will also help distinguish between those responsible for carrying out the work and those who provide input or receive updates.

The chart is intended to support a consistent framework for identifying ownership, coordinating efforts, and monitoring progress toward the Library's strategic goals.

Cedar Springs Public Library

Strategic Plan Action Items
2026-27

R = Responsible A = Accountable C = Consulted I = Informed

Commitment to Growing Our Collections

Action Item	Library Assistants	Collection Manag	Director	Board	Priority	% of Progress	Due Date	Status	Notes
Expand our shelving space to maximize the number of materials for patron use.	I	C	R/A	R	High	0%		Not Started	
Update signage for all collections. Investigate online mapping of the collections.	R	C	A	I	High	0%		Not Started	
Increase investment in print, digital, and emerging collections by adding sufficient funds to the materials budgets.	R	A	C	I	High	0%		Approved	Approved 2026-27 Budget included extrs $20,000 for print and digital collections
Establish evaluation methods of collection usage to guide purchasing, weeding, and other collection development decisions.	C	R	A	I	Medium	0%		Not started	
Establish a long-term weeding and replacement program for all collection areas.	C	R	A	I	Medium	0%		Not Started	

R = Responsible A = Accountable C = Consulted I = Informed

Commitment to Growing Our Connections

Action Item	Marketing & Comi	Program Manage	Library Staff	Director	Board	Priority	% of Progress	Due Date	Status	Notes
Create a comprehensive Communication Master Plan	A/R	C	C	R/C	I	High	40%		In Progress	M&CS has been drafting plan
Strengthen partnership with schools	R/C	R	C	A	I	High	20%		In pProgress	Will be expaning exisiting relationship

R = Responsible A = Accountable C = Consulted I = Informed

Commitment to Growing Our Curiosity

Action Item	Program Manage	Library Staff	Director	Board	Priority	% of Progress	Due Date	Status	Notes
Expand program offerings for all ages.	R	C	A	I	High	30%		In Progress	Taken into consideration for Winter Programs
Encourage community participation in programming.	R	C	A	I	High	0%		Not Started	
Work with community experts to offer instructional programs for all ages.	R	C	A	I	High	0%		Not started	
Improve our library spaces to better provide programs and services for our communities.	C	C	R/A	R	Medium	25%		In Progress	Initial Teen Area revamp completed; planning 10th Birthday Party for Building in 2027
Emphasize skills education in traditional, digital, and information literacy, for patrons of all ages.	R	C	A	I	Medium	0%		Not Started	
Perform a Program Audit	R	C	A	I	Low	0%		Not Started	

R = Responsible A = Accountable C = Consulted I = Informed

Commitment to Growing Ourselves

Action Item	Director	Library Staff	Board	Priority	% of Progress	Due Date	Status	Notes
Update Library Policies and Bylaws to optimize operations and governance.	R	C	A	High	50%		In Progress	Some policies have already been Undated
Develop and implement a multi-year Capital Improvement Plan that prioritizes the safety, accessibility, and sustainability of Library facilities.	A	C	R	High	0%		Not Started	
Clarify and establish roles and responsibilities within the organization	A	C	I	High	0%		Not Started	

FY 2025–2026 Financial Audit Summary

The independent financial audit of Cedar Springs Public Library was conducted by Vredeveld Haefner LLC. The auditors issued an unmodified opinion, concluding that the Library's financial statements fairly present its financial position and changes in financial position, in all material respects, in accordance with generally accepted accounting principles (GAAP).

Financial Highlights

- Fund Balance: The General Fund balance increased.
- Total Revenue: Revenue exceeded the final budget. Higher-than-anticipated contributions from property tax revenues accounted for much of the difference.
- Total Expenditures: Expenditures were below the final budget of $449,550. Lower personnel costs, fewer maintenance and repair needs, and savings in other expenditure categories contributed to the favorable variance.
- Net Position: Increased reflecting the Library's overall financial position, including capital assets.
- Capital Assets: Net capital assets increased during the fiscal year.
- Debt: The Library had no outstanding debt at June 30, 2026.

Budgetary Compliance

The audit report indicates that the Library did not incur expenditures in excess of appropriations during the fiscal year. The Library amended its budget during the year, and actual expenditures remained below the final appropriated amounts.

Next Steps

Representatives from Vredeveld Haefner LLC will attend the October Board meeting to present the audit findings, explain the financial statements, and address questions from the Board.

The complete audit is available for review upon request.