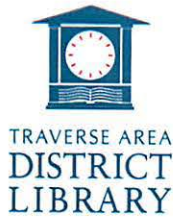


AGENDA

Board of Trustees Regular Meeting
Thursday, June 17, 2021 at 4:00pm
McGuire Community Room
610 Woodmere Ave., Traverse City, MI 49686

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Approval of Agenda**
4. **Public Comment***
5. **Approval of Minutes**
 - a. Regular Meeting of [May 20, 2021](#)
6. **Reports and Communications**
 - a. [Director Report](#) | [Departmental Reports](#)
 - b. Financial Report – [Expenses](#) | [Revenues](#)
 - c. Member Library Reports – FLPL | [IPL](#) | [PCL](#)
 - d. Committee Reports
 - a. Finance & Facilities and Services Committee – [June 8, 2021](#)
 - b. Policy and Personnel Committee – [June 1, 2021](#)
 - e. Other Reports and Communications
 1. [Friends' Report](#) – Donna Hornberger, President Friends of TADL
7. **New Business**
 - a. [2020 Audit](#)
 - b. Support for the Library of Michigan ARPA Grant
 - c. [McNaughton Book Service](#)
8. **Old Business**
 - a. [Reinstatement of Fines Policy 3.21](#)
 - b. Strategic Plan Adoption
 - c. [Bookmobile Purchase Request](#)
 - d. Local History Collection Shelves Purchase Request
 - e. Accessibility and Mobility for People with Disabilities
9. **Public Comment***
10. **Trustee Comment**
11. **Adjournment**

* If you wish to speak during the Public Comment section of the meeting, please (1) wait until you are recognized; (2) approach the podium and use the microphone; (3) state your name and the county and township or city in which you reside; and (4) limit your comments to 5 minutes. Please sign in at the podium.



Board of Trustees Regular Meeting
MINUTES (approved)
Thursday, May 20, 2021 at 4:00pm
Virtual Meeting via Zoom

1. Call to Order

The meeting was called to order by President Jones at 4:00pm. Present were: Jones (President); Sullivan (Treasurer); Vickery and Budzinski (Trustees). Odgers (Vice President), Pakieser (Secretary), and Wescott (Trustee) were absent. Also present were: Zeits (Counsel), Howard (Director), Radjenovich (Business Manager), and Carpenter (Staff).

2. Pledge of Allegiance

All members in attendance recited the Pledge of Allegiance to the Flag of the United States of America.

3. Approval of the Agenda

Howard requested an amendment to the agenda adding under New Business, item 8b, Agreement with TC Light and Power for electric vehicle charging stations. It was MOVED by Budzinski, SUPPORTED by Vickery, to approve the agenda as amended. Motion CARRIED.

4. Public Comment

President Jones opened the floor for public comment. There was none.

5. Approval of Minutes

a. *Regular Meeting of April 15, 2021*

President Jones noted a correction to the roll call vote results on page 3, under Old Business, item 7c: Jones was marked as absent and Odgers voting aye, but that should be reversed. Odgers was absent and Jones voted aye. It was MOVED by Sullivan, SUPPORTED by Budzinski, to approve the regular meeting minutes of April 15, 2021 along with the aforementioned correction. Motion CARRIED.

b. *Special Meeting of May 11, 2021*

It was MOVED by Vickery, SUPPORTED by Sullivan, to approve the special meeting minutes of May 11, 2021 as presented. Motion CARRIED.

6. Reports and Communications

a. *Director Report | Departmental Reports*

Howard confirmed her written report and added the following:

- Howard and Counsel are working together to sort out the rapidly changing mask orders and are anticipating new MIOSHA guidance rules to be released soon. Howard and staff continue in good faith to meet the changing mask and public safety guidelines during all the governing ordinances.
- The big news – TADL received a Rotary grant of \$50,000 to use for purchase of a bookmobile. And, within the first 2 days of the grant announcement, TADL received another \$7150 in donations from community members toward this new service. Former board member Doug Brown told Howard that he was very excited to hear of the news since former Director Michael McGuire, who retired in 2009, had dreamed of obtaining a bookmobile and now it's finally happening. Howard plans to create a committee to

(approved)

Page 1 of 3

develop and implement the bookmobile service. Brady, TADL's Marketing and Communications Manager, added that bookmobile plans hopefully include a tracking device for GPS mapping, wi-fi hotspots, a 3D printer, books, and much, much more.

b. *Financial Reports*

Radjenovich confirmed her written report and noted that interest and dividends are low right now since it is affected by the market. The library has other investment options if the board felt that it needed to make a change at a later date. The first half of the Talking Book Library State Aid has been received. The first half of the general library State Aid has just been received and will be reflected in the financials next month. The many grants received this year are filling in the revenue slack so far and also keeping us over budgeted revenue. On the expense side, building and ground maintenance keeps increasing for the 22-year-old building.

c. *Member Library Reports*

- Jennifer Thomet, Director of Interlochen Public Library (IPL), reported a great month at IPL. Gentle yoga and yarn therapy started up, as well as a new book club called First Drafts that meets at the Hofbrau restaurant. The IPL Friends are holding a plant sale on May 29.

A written report from Vicki Shurly, Director of Peninsula Community Library (PCL) was included in the board packet. President Jones noted that a new Director for Fife Lake Public Library has not been selected yet.

d. *Committee Reports*

President Jones reported that neither the Policy and Personnel Committee or the Finance and Facilities Committee had met since the last regular board meeting.

e. *Other Reports and Communications*

- Friends' Report – Donna Hornberger, TADL Friends Board President
Hornberger introduced herself as the newly appointed board President of the TADL Friends group. Her appointment is for two years and Doug Weaver, the former President, is now the Vice President. All other officer positions and people stayed the same. Library history collectors, Ann Swaney and Ann Magoun, presented at the annual meeting. The Friends have been meeting virtually and book sorters have been sorting at the library in preparation for a, hopefully in-person, regular book sale at the end of September.

7. **Old Business**

a. *Draft Strategic Plan*

Howard provided a second summary of the four key focus areas that will be included in the approximately 60-page final report and plan that will become TADL's 3-year strategic plan. She requested from the board members that if there were items that the board wanted to add or take out of the summary to address those so that they can be added to the final plan.

Howard explained that the order within the summary would become the order of the plan: Inclusive Spaces over-arching throughout the 3 years; year 1 being Purposeful Partnerships beginning in January of 2022; Innovative Engagement in 2023; with Targeted Outreach in 2024 as a catch-up of what hadn't yet been done in years 1 and 2. There is a *synergy within the 3* years and, also, within each year there are goals in both the physical and the intellectual spheres.

(approved)

Page 2 of 3

Discussion ensued and questions were answered. There was general consensus that the summary captured the best plan forward at this time and that both fundamental and innovative collaborations, connections, partnerships, and relationships would be cultivated or enhanced within the final 3-year strategic efforts.

8. **New Business**

a. *Accessibility and Mobility for People with Disabilities*

Odgers had requested the inclusion of an article called "A Look into Accessibility and Mobility for People with Disabilities" on the board agenda, however due to her absence the members in attendance did not know Odgers' intent regarding the content. Regardless, a brief discussion was had as it might relate to strategic planning.

b. *Agreement with TC Light & Power for Electric Vehicle Charging Stations*

Howard explained that the idea of electric vehicle charging stations was discussed at the committee level, after which she started seeking grants. In that process it was revealed that TC Light & Power had a few but they were taken at the time, so TADL was on a waiting list. Shortly thereafter two of those charging stations became available and Howard was approached by TC Light & Power to install the infrastructure in TADL's parking lot, at no cost. Electric vehicle owners pay for the charge with a generic, standard, and popular charging app on their phone, according to Morey, TADL's Assistant Director for Technology, so there would also be no charge to the library for the vehicle charge. Members of the board felt that the charging station would be a nice asset for the library and would be interested in extending stations out to the branch libraries if possible. Howard will investigate if that is an option.

Zeits (Counel) was transparent and informed the board that the law firm she is employed with (Sondee Racine & Doren) represents TC Light & Power, but also noted that the situation did not present a conflict of interest according to the rules of professional conflict since the firm is allowed to represent both parties as long as the agreement is not adverse.

It was MOVED by President Jones, SUPPORTED by Vickery, that the Director execute an agreement with Traverse City Light and Power for Electric Vehicle Charging Stations located at the Main library with such agreement subject to approval as to its substance by the Library Director and its form by the Library Attorney. Motion CARRIED.

9. **Public Comment**

President Jones opened the floor for public comment. There was none.

10. **Trustee Comment**

President Jones opened the floor for trustee comment. Vickery gave a big shout out for the new bookmobile, to the good work of the strategic planning committee, and noted that he was very happy that the library will have charging stations.

11. **Adjournment**

With a motion to adjourn by Sullivan, supported by President Jones, the meeting adjourned at 4:53pm.

Respectfully submitted,



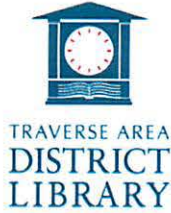
V. Carpenter, Recording Secretary

Approved by board vote on June 17, 2021



M. Pakieser, Board Secretary

6/17/21
(approved)



Board of Library Trustees Regular Meeting
Library Director Report
 Meeting Date: **June 17, 2021**

Library Activity

For a graphical presentation of the statistical information included below, please visit the link: [online TADL dashboard](#).

Circulation Transactions			
Year-to-date activity			
<u>As of month end</u>	<u>Print/audio/video Circulation</u>	<u>Electronic books/audio/video</u>	<u>Total Circulation/Electronic Usage</u>
May 2020	224,282	124,058	348,340
May 2021	264,650	122,122	386,772

Lending

Physical item circulation decreased slightly again in May from the April 2021. As you remember we were closed last May, it is difficult to compare 2020 to 2021. We are hopeful that opening longer hours and the lifting of the mask mandate in June will increase circulation.

E-Book, magazine, downloadable audiobook and database utilization

In May, electronic use accounted for 31.6% of all collection utilization as compared to 98.7% for May 2020 because all the building were closed in 2020.

Visitors – Woodmere, East Bay and Kingsley Facilities

In May 2021, we had 20,842 visitors. The busiest day being Thursday, May 27th with 942 patrons. We definitely saw an uptick in visitors with the relaxing of the mask mandate near the end of the month. For May 2021, we had 130 new patrons across the district. 2 Visitor, 1 Limited, and 127 Patrons.

Public Computing

Computer Use is still very slow and only slightly increasing. Overall for April, we had 1,219 computer sessions and in May there was 1,271 sessions.

Additions to the Collection

In May 2021, 2,506 items were added to the collection compared to 1,680 in May 2020.

Finances

While I will be leading us through the Audit discussion at the meeting, I am very pleased to announce we received a clean report which is the highest level achieved for an audit. There are some good suggestions in the audit including increasing the dollar amount for assets. It is currently \$500 and after some research, we'd like to make it \$5,000. This will help us "clean up" our assets list and better reflect items that should be considered assets.

You will also note that there was an excess of \$388,000 from the 2020 Budget year. This will mean that \$194,000 will be transferred into the Public Improvement Fund and Internal Service Fund (to be paid toward our MERS unfunded pension).

In July, Deb and I will try to complete the revision to the Uniform Chart of Accounts which is required by the State of Michigan, and in time before our fall budgeting season begins.

Facilities

Bruce and I are actively working on the wording of the RFP and identifying companies for the Lighting Project.

We have been in contact with both the Architect and the Engineer for the roofing project. While there were some favorable numbers toward perhaps getting a metal roof, we've all decided it's best if we continue to wait until Spring of 2022.

The East Bay Branch Library opened and we expanded the Main library hours on June 1st which has made many patrons happy!

Other News

Covid Update: How different everything is from one year ago! Based on the recent State of Michigan and Federal mask and distancing guidance, masks are only required for unvaccinated patrons. As allowed by MIOSHA Emergency Order, staff are allowed to work without a mask if they show me proof of vaccination with a vaccination card, which many staff have done. Some staff continue to wear masks, and some are unvaccinated, so you will see a variety of faces in the library.

Grant Updates:

As announced before the last meeting, we are thrilled with the continued verbal and financial response from our community for the bookmobile. I recently found out about 2 more grants that require very quick turnaround. As you might remember, the Library of Michigan received approximately \$4 million from the American Recovery Plan Act (ARPA). This money is being distributed in the form of grants for \$25,000- \$250,000 for outreach equipment. I have spoken to all the Member Library directors and we will be working together in order for them to receive some of the funds since it is such a large minimum amount. Of course, I will be applying to cover costs of the bookmobile, but I am investigating getting an Electric Vehicle for future Outreach, an e-book bike, outdoor check-out lockers at local municipalities and at the Main library, and renovations to the McGuire Room equipment to provide for simulcasted events. There is a motion on the agenda to approve of this grant application.

As I have mentioned we have been waiting for the National Endowment of the Arts, Big Read grant we applied for and I am overjoyed to announce we were awarded the grant! We are partnering with the GT Band of Ottawa and Chippewa Indians and the Dennon Museum for some wonderful events that will culminate with Joy Harjo, the current US Poet Laureate speaking in Traverse City on April 19, 2022. Ms. Harjo is an internationally renowned performer and writer of the Muscogee (Creek) Nation.

Staffing

It is with bittersweet emotions that we all bid farewell to Mr. Christopher in the Youth Department. He was the first library staff I met over 21 years ago when I came to town and he would happily show my son where the elephant books were! With a tenure of over 30 years, I'm sure he brought joy, literacy, and curiosity to scores of our community children!

Also, in Youth Services, we welcome Miss Polly O'Shea from the Talking Book Library who secretly had years of Early Literacy and Bookmobile experience. Adding to this great team, we are happy to welcome beloved Miss Rosie back to the Main Library after 20 years at East Bay to share her joy and storytimes with our community of children. Finally, with Miss Rosie coming to Main library, we are excited for Matt Archibald joining the East Bay team specializing in Youth Services.

Finally, after 26 years in Circulation, Anita Chouinard has accepted the position in Talking Book Library (TBL) formerly held by Polly. I think patrons will be thoroughly confused to see her working in the TBL office but she will build upon the great work Polly has done and try some exciting new ideas!

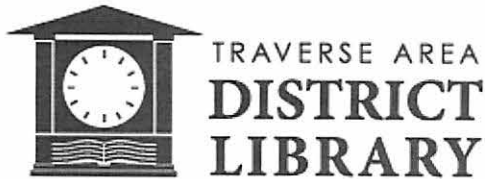
Our dedicated staff continue to show excitement and commitment to the library, and I'm looking forward to watching them all grow into new challenges!

TADL Operations

Please see the departmental reports for a more in-depth look at what is happening at the Main Library and East Bay and Kingsley branches.

See you in August!

Michele P. Howard
Director



Administrative Reports
for the month of May
(June 17, 2021 Board Meeting)

Adult Services

- Robin Stanley has been working in the Local History Center for about 2 months now and she has organized supplies, preliminarily looked through donations received over the past couple of years, and set up standard protocols for accessing items in the collection by staff. Because we are still in clean-up mode and preparing the collection for the compact shelving, it was decided to temporarily “close” the LHC to all persons, except TADL staff. This will allow for a complete transition to the new shelving, without worrying about items still coming in or being taken out. Details of this temporary condition are [posted on the library's website](#).
- In more exciting LHC news, thanks to the support of Traverse Area Historical Society, the library will be welcoming 4 paid interns for 40 hours each this summer. We had a great pool of applicants to choose from and the interviews were competitive, but we are pleased to be hosting 2 area high school students who have taken AP history classes, 1 recent college graduate who will be pursuing their MLIS degree this fall, and 1 recent MLIS graduate. Kingsley Branch Manger, Amy Barritt and LHC staff member Robin Stanley have been leading the way designing a fabulous program, in which we feel the interns will both expand their knowledge of working with archival materials and productively contribute to the community's ability to access portions of the collection.
- Adult Services has been gearing up for the Adult Summer Reading program. For the first time, adults now have an age-specific [Summer Reading web page](#). We look forward to sharing booklists and reading tips all summer long. Remember - board members can [sign up](#) too!
- We were all super excited to receive notification early this month about TADL receiving an NEA Big Read grant through Arts Midwest. We're looking forward to bringing a season of celebration of the Native American experience through programs and discussion of *An American Sunrise* by Joy Harjo.
- Lastly, the AS team spent a good deal of time and effort preparing the second floor for expanded hours & further relaxing of protocols effective June 1st. In addition to restoring all of the seating, the meeting and study rooms have opened up to use with a 50% of capacity cap. Meetings Rooms can be reserved in advance as in pre-COVID times. Study Rooms A, B, & C are available on a first come, first served basis but signing in at the Reference Desk is now required.
- This month the Adult Services Dept. held 5 online programs with a total live attendance of 83 and 27 video views. Topics included bread making with The Bread Lady and a vegan cooking demonstration from Chef Logan. We also are continuing to hold our two

monthly book groups online - Queer Tales and Books & Brewskis, as well as hosting the monthly Traverse Area Historical Society monthly public program.

- **May Adult Services Statistics:**
 - Questions Answered In-Person - 750
 - Questions answered via Phone - 785
 - Questions Answered via Email/Chat - 145
 - Readers' Advisory/Tech Help - 68
 - Craft Kits Distributed - 45 (2 different crafts-recycled newspaper seedling pots & Felt Fortune Cookie Cat Toy)

Respectfully submitted,
Melissa A. McKenna
Adult Services Coordinator

Youth Services

Youth Services has been busy getting ready for Summer Reading Club 2021! We did spend most of May hosting outdoor storytimes and activities (when the weather allowed) and virtual storytimes (when the weather was not nice). We are happy to be moving forward with a hybrid Summer Reading Club that we hope has something for everyone's Covid comfort level from virtual programs with great library performers to outdoor storytimes on the front lawn and in the Children's Garden to indoor family events in the McGuire Community Room (as Covid regulations allow).

The Youth Services department worked with Marketing and Communications Manager Heather Brady on two videos for library promotion. The first was a First Grade visit that included most of the elements of our traditional in-person tour, including a story and song, a tour of our most exciting resources, and introductions to all of our staff. To watch the video, please go here: <https://youtu.be/hAhYD5zkVrg> The second video was our Summer Reading 2021 promotional video titled *I Want My Book Back* and based on the picture book *I Want My Hat Back* by Jon Klassen. Youth Services staff starred in the production. To view the Summer Reading video, please go here: <https://youtu.be/kuH2Ui1jGms>

Youth Services is also saying goodbye to some of our staff members and welcoming new staff members. Matt Archibald, who has been part of the Youth Services team since 2016, left to help manage the East Bay Branch Library. In addition, longtime TADL staff member Christopher Spear has decided to hang up his comfy shoes and retire. Christopher has been a part of TADL for over 30 years and in Youth Services for 10+. Both Christopher and Matt brought a spark wherever they went and will be missed. In Matt's place, we are welcoming Rosie Flickinger, who has years of Youth Services experience and has fit in nicely with our team. In Christopher's place, Polly O'Shea has been selected to take over the new role of Early Literacy Librarian in Youth Services. Polly brings a wealth of early childhood and outreach experience to the job and is a perfect fit for our community's needs.

Program and desk stats were not available at the time of this writing. These will be updated at the time of July's Board report.

Submitted by
Andy Schuck, Youth Services Coordinator

Sight & Sound

April and May were both filled with patrons, projects and productivity. The big item was getting the new Lending Laptops prepped for circulation. This project started with Scott Morey and his Tech department but became part of the Library Of Things. Rich started us off by developing the ID Tags, Kelly got the items cataloged. The current status update is that they are circulating. We opted for a soft launch with no press at the moment, this will allow time for us to make sure the circulation policy and circulation practice are working for patrons and staff alike. I will keep you updated as we continue to build this digital bridge service for our patrons.

Worthy of note:

- ★ Shannon has re-created new signage for Sight & Sound! They look so cool!
- ★ Keith oversaw the transition from hard case multi disk sets with new soft case multi disc sets.
- ★ Keith sorted a huge number of new donations in May. The TADL Friends are getting most of these.
- ★ We are assisting other departments with using the disc resurfacing process in S&S.
- ★ I produced a video for Andy's presentation to Rotary. Tacos & Turntables
<https://youtu.be/Rg75oRsriQ4>
- ★ Keith led the team on a full reconciliation of shelving locations. We are about half way.
- ★ The TADL Friends / TADL S&S Random Bag of Jazz sale has seen some repeat business.
- ★ June 1st we started walk-in and advance booking for small meeting spaces.
tadl.org/rooms

I'm currently working with our vendor on McGuire Room AV enhancements. Primarily the installation of a new audio mixer for new 10 high performance wired table top microphones. The intended use will be TADL Board meetings, public forums and large panel discussions where exceptional audio is required for multiple speakers. This work dramatically enhances the McGuire Room microphone options.

On Aaron's Desk: SRC event rehearsals, 2021 Library of Things Collection development, Developing and supporting new programming for 2021.

Thanks for reading.
Aaron

Circulation

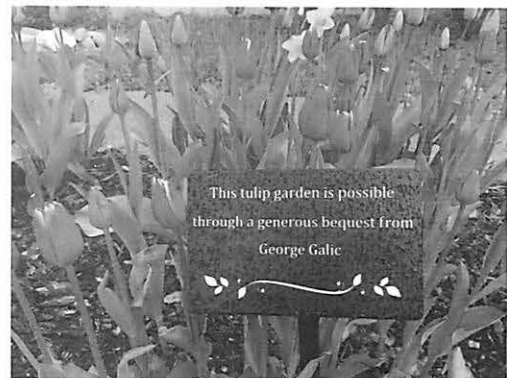
Circ Stats:

- 156 patrons used our curbside service this month. This is down from 271 in April.
- Kate Parvel did 5 notaries.
- Tadel-wide we sent out 1200 items in MelCat and received 1485.

Anita Chouinard
Circulation Coordinator

Marketing and Communications

Our focus this month was the Rotary grant announcement and building supporting information for the bookmobile initiative. Attended 2021 Northwest Michigan Virtual Arts & Culture Summit, now following up with Interlochen Center for the Arts and Title Track (*Strategic Plan - Purposeful Partnerships*). Supported department programs as needed/requested and finished up ordering/receiving materials for Summer Reading Club.



Press: Rotary Grant (Ticker, 9&10 News, upnorthlive.com, Record-Eagle, Ticker Feature)

Website:40,758 page views

Google My Business: 8,483 views

Heather Brady
Marketing & Communications Manager

HR & Finance

Human Resources – This month was the start of the process of finding a replacement for Christopher in our Youth Services department. In considering the future of this position, we looked at our draft strategic plan and decided that now was the time to make this a Librarian 1 position with a focus on Early Literacy and Outreach. We have found a great fit in Polly O’Shea, who is currently our Talking Book Library librarian. Polly has an extensive background in both Early Literacy and Outreach and should be a great addition to the Youth Service department. However, this now starts a domino effect of hiring. Our next step is to fill Polly’s position in TBL. With any luck, we should be able to find a perfect candidate from within the library. Which then means, we have that position to fill. And so on...

We have another position opening up in our Adult Services department for a page as long-time

page Annette Fischer has decided to do a more permanent retirement versus a “working” retirement. We wish her joy in her retirement endeavors!

Also, this month, we interviewed and selected 4 candidates as interns within the Local History Collection. In 2019, the Traverse Area Historical Society funded 2 intern positions. However, because of Covid-19 last year, we were not able to do any internships so this year they were able to provide funding for 4 internships!

Lastly, I completed a seven-week course through the University of South Florida on Diversity, Equity and Inclusion in the Workplace. My greatest takeaway was that we all need to open our eyes and our minds to the area around us and look for ways to change our immediate environment to make it more inclusive for all.

Finances – In May, we received the final tax settlement from Leelanau County. We should get a little more in PILT payments through the year but for the most part our tax receipts are collected. We have received the first half of our State Aid funds in the amount of \$41,879. You will notice a large increase in Local Support which includes grants. This is a result of the generous grant from the Rotary Club of \$50,000 for our new bookmobile! Sales are staying consistent at just under \$2000 a month. If this holds true, we should meet our budget in this area. We will have to keep an eye on Overdue Fines as this line item may need to be adjusted during the year. The other item of note on the Revenue side is in Misc Revenue. This line item saw an \$11,500 dollar jump due to a MERS Defined Contribution forfeiture. If an employee leaves prior to being vested and does not go into another MERS position elsewhere within one year, the employer portion of the contributions are forfeited back to the library. You will see another \$8000 added to this next month. Overall, our revenues are at 95% of our budget.

For expenses, under Office/General Supplies we saw an increase over last month due to everyone ramping up for the Summer Reading Club. Heather has been very busy ordering t-shirts, reading logs, banners, and bookmarks. After that there really isn't anything noteworthy until you get to Professional and Contractual. This item reflects a \$16,000 payment to the Midwest Collaborative for the strategic plan to date. We did have a good size Property Tax Reimbursement that we had to make this month. Hopefully, that will be it for this year. This is one area that we have no control over and no ability to forecast. Overall, our expenses are at 43.7% of our budget and our percentage of the year complete is at 41.7%. However, you need to take into account that our medical benefits are usually paid a month in advance and one of our largest payments (to the Member Libraries) goes out at the beginning of the year, which will skew the percentage.

Deb Radjenovich
Business Manager

Facilities

- Met with TCL&P about installing two EV charging stations in the south parking lot. There will be no charge for the installation and no cost to us for the electricity used.
- Sarah Kushell was named the new director of the Children's Garden. She is the daughter of Susan, who started the garden when the library was first built. Michele and I met with her and discussed the future plans for the garden walk. She has some great ideas and will be a great partner going forward.
- I spent a lot of time at the East Bay Branch helping them get ready to open to the public. We had a new plexi-glass shield installed on the checkout desk. I helped turn an old restroom into an office/storage room by removing a plumbing fixture and having power added.
- We continued to fine tune the RFP for the LED retrofit project and plan on releasing it in June.

Bruce Bennett
Facilities Manager

Technology

New Sorter Installation Delay - Due to delays in the international transportation system, the installation of the new book sorting equipment at the Woodmere branch has been delayed to the week starting July 12. We have verified that the local contractor who will assist with this project is available for that date and are crossing our fingers that we will not face another delay due to backlog in the customs process. We anticipate the outside automated return will be unavailable for approximately 48 hours when this switch over occurs and will give both patrons and staff at least two weeks of warning once the timeline is more crystalized.

Kalkaska Public Schools Project - Work is wrapping up the project we have been working on with Kalkaska County Library (KCL) to provide ILS service to Kalkaska County Schools (KPS). This project, done as part of our service contract with KCL, started at the elementary school level back in 2020 and we added both the middle and high schools in the first week of June in 2021. KCL will be providing library service directly to the schools in their community and the software we provide is an essential part of that operation. This project has also become the model that Fife Lake Public Library is hoping to adopt for Forest Area Schools, so beyond helping over 1,400 Kalkaska students access library resources, it will also serve as practice for setting up a similar thing for Forest Area School students.

Local History Data Migration - Last fall we migrated over the data from the historical archive maintained by the Grand Traverse Area Historical Society into the archive maintained by the district and powered by the open source solution Omeka. However, concern about the ability to keep some information available to staff only, meant that we did not import all data, so staff often had to refer to both archives when assisting patrons. This was far from ideal, so last month we implemented a solution to prevent direct access to certain fields in the database for everyone but staff members and completed the data migration. Staff and patrons now only have to look in one historical database when researching local history and we anticipate being able to decommission the old archive completely in the very near future.

- Scott Morey, Asst. Director for Technology

TADL Talking Book Library

We now offer a laptop equipped with JAWS software; a screen-reader program that allows blind and low-vision patrons to surf the web, prepare documents and spreadsheets, engage with social media and complete almost any computing job with text-to-speech output. It is available for in-house use any time the main library is open. Patrons are welcomed to use the laptop in the TBL office, or anywhere they are comfortable within the library building. Many thanks to all who supported this project with their time, resources and expertise.

A whopping 1173 audio and e-braille books were downloaded by patrons and staff from our Braille and Audio Reading Download (BARD) service this month - a record for this year by a mile!

Polly O'Shea
TBL Librarian

East Bay Branch Library

May brought some staffing changes to East Bay; after more than 20 years of service Rosie May left the East Bay Branch to work in the Youth Department at Woodmere. While she will be missed, we are very excited to welcome Matt Archibald to the East Bay team!

We spent the month preparing the building to welcome patrons back inside after more than a year of curbside service. We re-arranged the layout of both the adult and youth collections, and did a complete inventory which included scanning every piece of library material in the building. Jeff Godin helped us with this inventory, providing reports that will allow us to clean up our catalog and bring it fully up to date.

Bruce Bennett was busy here as well, giving our building some much needed attention and updates.

We continued our virtual programming, with our book club meeting via zoom, and Matt hosting his Sing & Stomp storytimes on Facebook.

Chantel Cook
Library Assistant

TRAVERSE AREA DISTRICT LIBRARY
REVENUE
MONTH ENDING
MAY 31, 2021

CATEGORY DESCRIPTION	BUDGET	2021 YTD	2020 YTD	VARIANCE	% OF BUDGET
Property Tax (Current, Delinquent, Other)	5,164,735	5,161,912	4,978,445	2,823	99.9%
State Aid - Library	83,750	41,879	38,655	41,871	50.0%
State Aid - TBL	41,075	20,536	20,536	20,539	50.0%
Local Support - TBL & Other Grants	18,400	76,534	11,880	(58,134)	415.9%
Fees/Services	42,150	29,071	28,136	13,079	69.0%
Sales	20,000	6,548	6,542	13,452	32.7%
Penal Fines - \$196,000 for this Category per budget		0			
Penal Fines - Grand Traverse Co.	168,250	0	0	168,250	0.0%
Penal Fines - Leelanau Co.	5,900	0	0	5,900	0.0%
Penal Fines - Benzie Co.	21,850	0	0	21,850	0.0%
Overdue Fines/Replacement Fees	32,000	5,903	17,863	26,097	18.4%
Interest & Dividends/Gains/Losses on Inv.	15,000	2,470	20,654	12,530	16.5%
Rents & Royalties	2,200	0	1,400	2,200	0.0%
Contributions	24,570	12,956	11,995	11,614	52.7%
Misc Revenue & Reimbursements	1,500	16,152	600	(14,652)	1076.8%
TOTAL REVENUE	5,641,380	5,373,961	5,136,706	267,419	95.3%
Transfer In				0	
Use of Fund Balance				0	
TOTAL	5,641,380	5,373,961	5,136,706	267,419	95.3%
TOTAL REVENUE, TRANSFERS & USE OF FB	5,641,380	5,373,961	5,136,706	267,419	95.3%
TOTAL EXPENDITURES	5,641,380	2,462,683	2,325,614	3,178,697	43.7%
REVENUE OVER (UNDER) EXPENSE		2,911,278	2,811,092		
This statement reflects activity through the fifth month of the 2021 fiscal year.					
Percentage of the year completed is 41.7%.					



JUNE DIRECTOR'S REPORT—JENNIFER THOMET

Meet Local Author Patricia Steele!

IPL's family and community discussion series, Long Road to Recovery, has begun. The first book selected is by local author Patricia Steele. Steele recounts her experience with addiction and recovery in her biography, *The Gift of Second Chances: When Shame Isn't Enough: Seeking Freedom From Addiction*. A special grant from ALA is funding this series: Libraries Transforming Communities.

Janette Ransom and I surveyed the community last fall on what topics are most interesting or relevant to our community. The feedback was firmly in favor of addiction and recovery. So, we applied for this grant opportunity to focus on addiction because that is what we feel will have the strongest and lasting impact on our community.

The topic of addiction doesn't have to be personal.

You do not have to be personally affected by addiction to benefit from this book discussion. This discussion series is about starting conversations based on topics that affect the health and future of our community. It is about learning to connect with others and listening to real people's stories about complex and challenging issues in a safe, judgment-free environment.

It is not our intention for this series to end all drug or alcohol addiction or substance abuse. We understand that participants may not be comfortable sharing their experiences with a group. That is ok. We intend to get the conversation started about how our *community* can learn to relate and be aware of what is affecting so many around us. My goal for this series is to engage our community in a meaningful way that fosters reading, learning, and inspiration.

We are very grateful for this opportunity to gift the community with these books.

The books are free and yours to keep. We are also thankful to our series participants who are willing to try to address a very sensitive topic and to the authors who bravely shared their stories. We hope to see you at our first discussion Thursday, June 17th, from 5-7 p.m. in our Community Room. Our next book in the series, *High Achiever by Tiffany Jenkins*, will be available following the discussion. We encourage you to participate in all four discussions.

Circulation May 2021: 3,331 (May 2019: 5,604)
Hold Transit Counts May: 558 to other libraries, 914 from other libraries to IPL
Programs May 2021: 25; Attendance for May Programs: 418
Patron Count May 2021: 2553
Curbside Pickup May 2021: 15
Questions Answered: 638
Computer Use: 150
New Library Cards Issued in 2021: 59



JUNE 2021 DIRECTOR'S REPORT - VICTORIA SHURLY

PCL returned to normal hours June 1. As of the same day, the mask requirement was lifted for vaccinated patrons and staff. I am pleased to say that we are a fully vaccinated staff. Children over two but under twelve as well as older children who are not yet vaccinated are required to wear a mask in the library per the Michigan Department of Health and Human Services.

The toys are back out and children, parents and grandparents are thrilled. One grandmother has brought her three-year-old granddaughter every day. The upholstered furniture is also back in place and we are slowly restoring the community room back to pre-pandemic condition. The coffee bar was able to reopen as well per the Grand Traverse County Health Department. The drinking fountains and bottle filler are also in service once again after a thorough professional cleaning and filter change.

Some things that developed during the past year of the pandemic are with us to stay. Those include the takeout craft bags which patrons still clamor for and requests for digital instruction. Curbside is also still in demand, but not as frequently because patrons are so excited to be inside.

We have been updating our website. It is eye-catching and colorful with much information. It is still a work in progress, but we are getting there. We had 1119 hits on the website in May. We have been using the Library of Michigan's PLOUD platform which we have paid \$250/year for in the past, but the Library of Michigan is covering the cost now under a grant so it is free.

Our snail mail summer newsletter went out June 1. It goes out quarterly to 3800 households. It includes short descriptions of programming June-August as well as a list of services offered.

Summer Reading Club kicks off next week with all programming happening in July. The theme this year is Tales and Tails. We have a BINGO game for adults with prizes and a raffle for several baskets. Teens have one program with a Scavenger Hunt and prizes. Kids will be offered varied programs every Friday in July. Reading incentives include a gift card to Horizon Books for kids and teens who complete the reading challenge and create a tailed imaginary creature from recycled odds and ends. We also received a donation of five huge stuffed animals which will be raffled off. Kids and teens can enter for each book they read before August 15. SRC packets will be available in the library beginning June 15 as well as on our website. The packets will also be sent home with every Old Mission Peninsula School student. Note we run our own SRC separate from TADL's.

Call from patron: "I am so grateful for all you have done during all this. I could not find notary services any where in all this and there you were, available and willing. We have relished the craft bags, puzzles and now, coming back in! So happy our new library is here!"

Circulation May 2021: 1948 COVID VACCINATION CARD sleeve handouts: 175

Hold Transit Counts May 2021: 486 to other libraries, 408 from other libraries to PCL

Programs May 2021: 12 Program Participation May 2021: 276

Comparisons are not available as we were still closed to inside service May 2020



TADL Board of Trustees Finance & Facilities Committee

June 8, 2021
4:00 pm ~ via Zoom

610 Woodmere Ave. / Traverse City, MI / 49686

Attendance: M. Budzinski and C. Sullivan Trustees. B. Bennett, D. Radjenovich, M. McKenna, H. Brady, and M. Howard, staff. J. Schierbeek, Auditor.

Agenda Approval: The agenda was approved as amended.

Minutes Approval: Minutes from the April 13, 2021 Facilities Committee were not approved but will be on the August Agenda.

Public Comment: No public comment.

Finance:

Audit Report

J. Schierbeek presented the Auditor's report. He reported a clean report which is the highest rating possible. There was some discussion about raising the dollar amount from assets to something higher than \$5,000.

McNaughton Book Service

M. McKenna and M. Howard presented information about subscribing to the McNaughton Book Service to reduce cost and increase the speed of duplicate copies for Holds Ratios. It was motioned by Sullivan and seconded by Budzinski to support this proposal. Howard will put it on the June Board meeting agenda for possible Board approval.

Fine Policy

Howard asked the committee to reinstate some fines for "Hot" or expensive materials but remove fines for all other materials. Howard presented information about removing fines as a source of equity to less fortunate members of our community. After some discussion, it was motioned by Sullivan and seconded by Budzinski to support this proposal. Howard will put it on the June Board meeting agenda for possible Board approval.

Facilities

Roof Update:

The architect and builder continue to search for solutions. They are currently investigating a metal roof which might be cheaper than asphalt shingles. Bennett and Howard will keep the Board posted regarding any changes.

Local History Collection Shelving

Howard is in the process of getting 3 quotes for the shelving. She is hopeful to have a proposed not to exceed number and company to suggest at the June meeting.

Bookmobile Update:

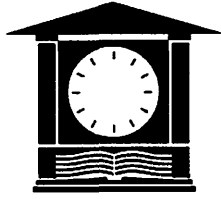
H. Brady received 3 quotes for a Ram Sprinter Van with Watson Benzie being the least expensive for the sprinter van we'd like to purchase. Howard is verifying that numbers and will ask for a not to exceed approval at the June meeting. It was motioned by Sullivan and seconded by Budzinski to support this proposal. Howard will put it on the June Board meeting agenda for possible Board approval.

Next Meeting Date / Time: August 10, 2021 at 4:00pm

Next Meeting Topic Suggestions: Uniform Chart of Accounts;

Public Comment: No public Comment.

Adjournment: The meeting adjourned at 5:11 pm



TRAVERSE AREA DISTRICT
LIBRARY

TADL Board of Trustees Policy and Personnel Committee

June 1, 2021
10:00 am~ Zoom meeting

610 Woodmere Ave. / Traverse City, MI / 49686

Attendance: M. Pakieser, J. Wescott, Trustees; M. Myers, D. Radjenovich, M. Howard, Staff. M. Vickery, Trustee excused absent.

Agenda Approval: The agenda was approved.

Minutes Approval: The minutes of the March 2, 2020 meeting were approved.

Public Comment: There was none.

Personnel:

2021 Union Negotiation:

Radjenovich and Howard are meeting with J. Adams, labor attorney, regarding the upcoming Union Negotiation. They will meet with Union representatives on June 16th at 9am to begin negotiations. Everyone is hopeful for a smooth negotiation.

Policy:

Fine Policy

While TADL continues to not charge fines, Howard is recommending we reinstate fines on HOT materials and lending equipment but permanently remove fines for other items. After some discussion, it was moved by Wescott and supported by Pakieser to forward the revision to the June Board Meeting for full Board approval.

Nepotism 7.5

Howard worked on revised language regarding the Nepotism policy. There were some questions from Vickery who was not present. Howard will contact Vickery regarding those questions and compare the proposed policy to other library policies for the next Committee meeting.

Policy 2.2 Board Authorization regarding Bids

After some discussion, it was decided that this was an appropriate policy and it is important that the Board require approval for any bid process.

Review of Policies

V. Carpenter and Howard have conducted an audit of Policies and we have a number of policies that need review as required as part of the policy language. It was discussed about the order of policy review to be first the most urgent or delinquent policies. Howard and Carpenter will create a list of total policies to be reviewed at the next meeting but will start the review with the Collection Development Policy.

Next Meeting Date / Time: August 3, 2021 at 10:00 am.

Next Meeting Topic Suggestions: Collection Development Policy.

Public Comment: M. Myers made public comment about her and the Union's excitement to get negotiations started.

Adjournment: The meeting adjourned at 10:54 am.

Friends of TADL Report for June 2021

We will not have a meeting in July and in August we will begin to meet in person.

The fall book sale will be the weekend of 24,25, 26 and we are almost sure it will include both books and media. There are a lot of books and media that need to be sold and we hope by doing both books and media at the same time we can reduce inventory and make a better profit than by doing each one separately.

The Friends voted to create a garden in honor of Maryln Lawrence for her long-time membership on the Friends board. Some plants have been purchased and are being planted. We want to thank Heather Brady for her assistance on choosing the site and the plants as well as coordinating the planting and the purchase of a plaque.

AUDIT-RELATED COMMUNICATIONS

To the Board of Trustees
Traverse Area District Library

We have audited the financial statements of the governmental activities, each major fund and the aggregate remaining fund information of the *Traverse Area District Library* (the "Library" or "TADL") for the year ended December 31, 2020. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards* as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated April 14, 2021. Professional standards also require that we communicate to you the following information related to our audit.

Compliance and Internal Controls

As part of obtaining reasonable assurance about whether the Library's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion.

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

We have issued our report on internal control over financial reporting and on compliance and other matters based on an audit of financial statements performed in accordance with *Government Auditing Standards* thereon dated June 17, 2021.

The following additional matters are not considered to be material weaknesses or significant deficiencies in internal control, but are opportunities to improve the Library's internal control procedures:

Consider Risks in Operations of Third-party Service Providers

The Library uses investment service providers ("service providers"). Although internal controls are in place to ensure the accuracy and validity of the data going to the service providers, the accuracy and validity of investment related results is only as good as the internal controls employed by the third-party service providers. By using third-party service providers, the Library assumes the risk of incomplete or inaccurate data processing, or worse, the risk of fraud. We recommend the Library annually inquire and obtain, if available, each vendors' service auditor report under SAS No. 70, Service Organizations, to assist in evaluating each vendors' internal control design and operating effectiveness.

Increase the Threshold for Capitalization of Fixed Assets

At present, the Library capitalizes property acquisitions with a useful life of greater than one year and value of over \$500. We recommend that management consider increasing the threshold to avoid having to keep ongoing records for items of relatively small value. Purchases costing less than the newly established amount or having a useful life of less than one year should be expensed, since the administrative burden of maintaining depreciation records for such items would exceed the benefits.

Current Year Status of Prior Year Recommendation

Approval of Journal Entries - Resolved During 2020

During our audit, we noted journal entries did not have approval by a member of management that is separate from the entry postings. We recommend the adoption of a policy whereby all journal entries will be approved by a member of management that does not have access to posting journal entries. All entries should be initialed by the preparer and the individual approving them in order to document approval by the appropriate individuals. Additionally, we recommend all journal entries be accompanied by a description and adequate supporting data.

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Library are described in Note A of the financial statements. No new accounting policies were adopted and the application of existing policies was not changed in the year. We noted no transactions entered into by the Library during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

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

- Net pension liability based on information provided by MERS.
- Management's estimate of depreciation expense was based on useful lives of capital assets per Internal Revenue Service guidelines.

We evaluated the key factors and assumptions used to develop the estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

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

- Pension Plan
- Commitments and Contingencies

No Difficulties Encountered in Performing the Audit

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

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Below is a summary of corrected adjustments of the financial statements. There were no uncorrected misstatements.

Corrected Adjustments

- Adjust General Fund taxes receivable and deferred taxes to actual (increase of approximately \$133,000).
- Record transfer of General Fund balance to Public Improvement and Internal Service Funds (approximately \$388,000).

No Disagreements with Management

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

Management Representations

We have requested certain representations from management that are included in the management representation letter dated June 17, 2021.

Management Consultations with Other Independent Accountants

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

Other Audit Findings or Issues

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

Leases

Governmental Accounting Standards Board Statement No. 87, *Leases*, will be effective for reporting periods beginning after June 15, 2021. This standard establishes revised standards on lease accounting and financial reporting requiring all capital and operating leases be recorded on the government-wide and proprietary fund statements as a right-to-use asset and offsetting lease liability. The standard does not apply to short-term leases under a year in length.

New Auditor Reporting Standards

In May 2019, the AICPA Auditing Standards Board issued Statement on Auditing Standards (SAS) No. 134, *Auditing Reporting and Amendments, Including Amendments Addressing Disclosures in the Audit of Financial Statements*. The standard will significantly alter the content and layout of the auditor's report. SAS No. 134 will place the auditor's opinion at the front of the report to highlight the auditor's opinion and the responsibilities of both entity management and auditors. Additionally, the standard addresses the auditor's responsibility to communicate key audit matters (KAMs) in the auditor's report, when the auditor is engaged to do so. However, the communication of KAMs is not mandated. The standard is effective for periods ending on or after December 15, 2021.

Other Matters

We applied certain limited procedures to the required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the supplementary information, which accompanies the financial statements but is not required supplementary information. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

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

June 17, 2021

DRAFT

Traverse Area District Library

FINANCIAL STATEMENTS
AND REPORT OF INDEPENDENT
CERTIFIED PUBLIC ACCOUNTANTS

December 31, 2020

DRAFT

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REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

Board of Trustees
Traverse Area District Library
Traverse City, Michigan

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, each major fund and the aggregate remaining fund information of the **Traverse Area District Library** (the "Library" or "TADL") as of and for the year ended December 31, 2020, and the related notes to the financial statements, which collectively comprise the Library's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinion

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

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages i through ix and the required supplementary information on page 31 - 33 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Traverse Area District Library's basic financial statements. The detail schedule of revenue, expenditures and changes in fund balance - budget and actual - general fund are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining non-major fund financial statements and detail schedule of revenue, expenditures and changes in fund balance - budget and actual - general fund are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining non-major fund financial statements and detail schedule of revenues, expenditures and change in fund balance - budget and actual - general fund are fairly stated in all material respects in relation to the basic financial statements as a whole.

Board of Trustees
Traverse Area District Library

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated June 17, 2021, on our consideration of the Library's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Library's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Library's internal control over financial reporting and compliance.

Certified Public Accountants
Traverse City, Michigan

June 17, 2021

DRAFT

**Traverse Area District Library
Management Discussion and Analysis
For the year ended December 31, 2020**

As management of the Traverse Area District Library (the "Library" or "TADL"), we offer readers of the Traverse Area District Library financial statements this narrative review and analysis of the financial activities for the fiscal year ended December 31, 2020. We encourage readers to consider the information presented here in conjunction with additional information that is furnished in the financial statements and notes to the financial statements.

Financial Highlights

1. On March 13, 2020, TADL did something that had never been done in its history. It closed its doors and book return indefinitely due to the COVID-19 pandemic. This resulted in much financial uncertainty. While continuing to pay its employees, the library still realized savings due to the closure.
2. During the closure and the subsequent months, a significant financial decrease in revenue was realized due to a decision to stop fines on books and materials which could not be returned. Once re-opened, there was recognition by the members of the Board that patrons were in tough financial positions due to the highest unemployment rate since the Great Depression and they therefore continued the hold on fines. Losses were also seen in Sales and Meeting Room Rentals.
3. The main source of operating revenue for the library is generated by a millage. Taxes collected in 2020 were based on 2019 property tax values. The amount collected for 2020 increased 4.5% over the previous year. The 2020 taxable values, which determine what the Library receives in 2021, increased 5.24%.
4. On August 2, 2016, voters approved the renewal of our millage at .9544 mills by a greater than 75% margin. Subsequent Headlee Millage Rollbacks have resulted in the levy being reduced to .9467 in 2017, .9431 in 2018, .9382 in 2019 and .9292 in 2020. We expect another rollback this year but we are unsure what to expect in the years following due to the pandemic.
5. Despite the increase in taxes collected, the overall operating revenue in 2020 decreased from the prior year by .25% due to the COVID-19 pandemic. Penal fines, overdue fines, meeting room rentals, sales, and contributions were all impacted by the pandemic and the library closure. However, our expenses also decreased from 2019 largely due to the pandemic by 5.5%. The revenue total does not take into account the \$110,000 transfer in for an additional payment to MERS although the expense total does include the disbursement.
6. In addition to the \$120,000 in monthly payments to the Municipal Employees' Retirement System (MERS), we also remitted an additional amount of \$110,000 in 2020. The \$110,000 payment was funded by a transfer from the Internal Service Fund. With the extra payments and the freezing of our Defined Benefit plan, the plan is now funded at 91% versus 87% last year based on an adjustment to life expectancy and rates of return on investments.
7. Overall personnel expenses were down 3.45% in 2020 and wages decreased 2.13%, this was due to the library closure. Union staff received a 3% increase according to their contractual agreement, and salaried staff received the same amount. While the cost of medical insurance premiums, which include employer contributions toward employee HSA accounts, went up just under 5% and just under 11% for vision insurance, the actual cost to the library for all employee insurances only increased .73%. This can be attributed to a change in employee demographics.
8. Of the six TADL locations, three are Member libraries with service contracts. The Fife Lake Public Library, Interlochen Public Library and Peninsula Community Library contracts will expire on December 31, 2021. Funding is based on the percentage of increase or decrease in collections of Property Taxes, Penal Fines and State Aid in the prior year. The total of these revenue sources increased in 2019, resulting in an increase in member library funding of 2.72% in 2020.

**Traverse Area District Library
Management Discussion and Analysis
For the year ended December 31, 2020**

9. Our Teamsters Union labor contract, which was ratified in October 2016, was re-negotiated in 2019 with no new changes for two years and will expire at the end of 2021. This contract includes a 3% annual wage increase each year of the two-year extension.
10. The Unassigned General Fund Balance increased by \$14,140 from last year's audit, bringing the total to \$940,230. This increase preserves a balance equal to two months of operating expenses.
11. Despite the challenges of 2020, the Library continues to operate well within current revenue collections.

Overview of the Financial Statements

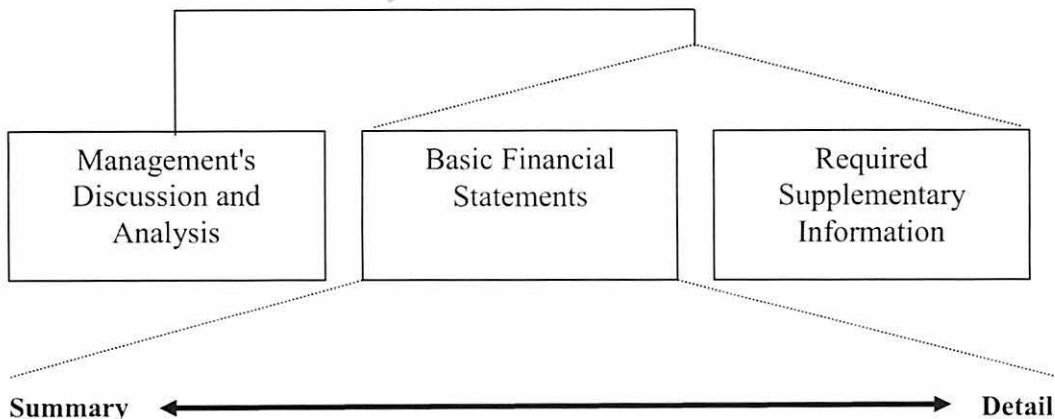
This annual report consists of three parts: management's discussion and analysis (this section), the basic financial statements, and required supplementary information. The basic financial statements include two kinds of statements that present different views of the Library.

- The first two statements are *Library-wide financial statements* that provide both *short-term* and *long-term* information about the Library's *overall* financial status.
- The remaining statements are *fund financial statements* that focus on *individual parts* of the Library, reporting the Library's operations in more detail than the Library-wide statements
- The *governmental funds statements* tell how basic services were financed in the short term as well as what remains for future spending.

The financial statements also include notes that explain some of the information in the statements and provide more detailed data. The statements are followed by a section of required supplementary information that further explains and supports the financial statements with a comparison of the Library's budget for the year. Figure A-1 shows how the various parts of this annual report are arranged and related to one another.

Figure A-1

Organization of Traverse Area District Library Annual Financial Report



**Traverse Area District Library
Management Discussion and Analysis
For the year ended December 31, 2020**

Library-wide Statements

The Library-wide statements report information about the Library as a whole using accounting methods similar to those used by private-sector companies. The statement of net assets includes all of the Library's assets and liabilities. All of the current year's revenues and expenses are accounted for in the statement of activities regardless of when cash is received or paid.

The two Library-wide statements report the Library's *net position* and how it has changed. Net position - the difference between the Library's assets and liabilities - is one way to measure the Library's financial health or *position*.

- Over time, increases or decreases in the Library's net assets are an indicator of whether its financial position is improving or deteriorating, respectively.
- To assess the Library's overall health, you need to consider additional non-financial factors such as changes in the Library's property tax base and the condition of buildings and other facilities.

Fund Financial Statements

The fund financial statements provide more detailed information about the Library's funds, focusing on its most significant or "major" funds: not the Library as a whole. Funds are accounting devices the Library uses to keep track of specific sources of funding and spending on particular programs:

- Some funds are required by state law.
- The Library establishes other funds to control and manage money for particular purposes or to show that it is properly using certain revenues.

The Library has one kind of fund:

- *Governmental funds*: Most of the Library's basic services are included in governmental funds, which generally focus on (1) how cash and other financial assets that can readily be converted to cash flow in and out and (2) the balances left at year-end that are available for spending. Consequently, the governmental funds statements provide a detailed short-term view that helps you determine whether there are more or fewer financial resources that can be spent in the near future to finance the Library's programs. Because this information does not encompass the additional long-term focus of the Library-wide statements, this report includes reconciliation schedules that explain the relationship (or differences) between the Library-wide Statements and the Fund Financial Statements.

**Traverse Area District Library
Management Discussion and Analysis
For the year ended December 31, 2020**

Financial Analysis of the Library as a Whole

Net position. The Library's combined total net position was \$8,965,463 on December 31, 2020, an increase of 4.9% from the prior year. Figure A-2 illustrates the net position on December 31, 2020 and 2019.

Figure A-2

Condensed Statement of Net Position

	<u>2020</u>	<u>2019</u>
Assets		
Current assets	\$ 8,601,262	\$ 8,206,462
Non-current assets	<u>6,818,692</u>	<u>6,817,606</u>
Deferred outflows of resources	<u>169,532</u>	<u>21,875</u>
Total assets and deferred outflows of resources	<u>\$ 15,589,486</u>	<u>\$ 15,045,943</u>
Liabilities		
Current liabilities	\$ 173,066	\$ 206,510
Non-current liabilities	<u>995,536</u>	<u>1,138,767</u>
Total liabilities	<u>1,168,602</u>	<u>1,345,277</u>
Deferred inflows of resources	<u>5,455,421</u>	<u>5,149,924</u>
Net position		
Invested in capital assets	6,818,692	6,817,606
Restricted	1,624,931	1,537,136
Unrestricted	<u>521,840</u>	<u>196,000</u>
Total net position	<u>8,965,463</u>	<u>8,550,742</u>
Total liabilities, deferred inflows of resources and net position	<u>\$ 15,589,486</u>	<u>\$ 15,045,943</u>

Changes in net assets. The Library's total revenue of \$5,542,183 was more than expenditures; increasing net assets by \$414,721. This increase was primarily due to increases in property tax revenues and grants received to relieve the impact of COVID-19 on operations.

Of the Library's \$5,127,462 in expenditures, approximately 61% is related to personnel costs.

**Traverse Area District Library
Management Discussion and Analysis
For the year ended December 31, 2020**

Figure A-3

Changes in Net Position from Operating Results

	<u>2020</u>	<u>2019</u>
Revenue		
Program revenue		
Charges for services	\$ 57,881	\$ 87,430
Operating grants and contributions	<u>200,705</u>	<u>250,408</u>
Total program revenue	<u>258,586</u>	<u>337,838</u>
General revenue		
Property taxes	4,988,837	4,774,253
Fines and forfeitures	224,147	345,362
Unrestricted investment earnings	<u>70,613</u>	<u>110,721</u>
Total general revenue	<u>5,283,597</u>	<u>5,230,336</u>
Total revenue	<u>5,542,183</u>	<u>5,568,174</u>
Expenditures		
Library services	4,527,861	4,856,685
Depreciation - unallocated	<u>599,601</u>	<u>552,088</u>
Total expenditures	<u>5,127,462</u>	<u>5,408,773</u>
Increase (decrease) in net position	414,721	159,401
Net position - beginning of year	<u>8,550,742</u>	<u>8,391,341</u>
Net position - end of year	<u>\$ 8,965,463</u>	<u>\$ 8,550,742</u>

Financial Analysis of the Library's Funds

The strong financial performance of the Library as a whole is reflected in its governmental funds. As the Library completed the year, its governmental funds reported a fund balance of \$3,135,098.

**Traverse Area District Library
Management Discussion and Analysis
For the year ended December 31, 2020**

General Fund Budgetary Highlights

Over the course of the year, the Library revised the annual operating budget. Budget items that were significantly different from original budgeted amounts and items causing budget adjustments are enumerated below.

- Losses in Sales, Fees and Rentals were realized because of the closure and failure to return items, so total Revenues were adjusted downward a total of \$88,515.
- As a result of lost revenues, Expenses were adjusted as follows:
 - Personnel was adjusted downward \$26,075 because of savings during the library closure.
 - Supplies was increased due to added expenses for COVID Safety PPE and Cleaning Products, and additional electronic resources.
 - Other Services and Charges was adjusted down a total of \$177,841 due to a number of projects and services not being used during the closure and reduced hours.
 - Capital Improvements budgets were adjusted upward for some year-end purchases by \$30,000.
 - The largest budget amendment was to the MERS Unfunded Pension Liability account to adjust for the \$110,000 payment.
 - Donations were moved into the appropriate Public Improvement Fund at the end of the year in the following amounts: Talking Book Library \$5,000, Sight & Sound Department-Saunders Donation \$1,075, and Local History Collection \$9,326.

Figure A-4

	<u>Final Budget</u>	<u>Actual</u>	<u>Variance</u>
<i>General Fund Revenues</i>			
Property taxes	\$ 4,964,590	\$ 4,988,837	\$ 24,247
State grants	118,425	119,047	622
Other grants	10,000	45,975	35,975
Charges for services	80,000	57,881	(22,119)
Fines and forfeitures	231,485	224,147	(7,338)
Investment income	15,000	23,890	8,890
Contributions and other income	48,500	34,966	(13,534)
Total revenues	<u>5,468,000</u>	<u>5,494,743</u>	<u>26,743</u>
<i>General Fund Expenditures</i>			
Personnel	3,345,282	3,153,344	191,938
Supplies	801,745	716,463	85,282
Other services and charges	1,284,722	1,164,648	120,074
Capital outlay	130,850	93,455	37,395
Total expenditures	<u>5,562,599</u>	<u>5,127,910</u>	<u>434,689</u>
<i>Other Financing Sources (uses)</i>			
Operating transfers in	110,000	110,000	-
Operating transfers out	(403,805)	(403,805)	-
Total other financing sources (uses)	<u>(293,805)</u>	<u>(293,805)</u>	<u>-</u>
Net change in fund balance	<u>\$ (388,404)</u>	<u>\$ 73,028</u>	<u>\$ 461,432</u>

**Traverse Area District Library
Management Discussion and Analysis
For the year ended December 31, 2020**

Capital Asset and Debt Administration

Capital Assets

By the end of 2020, the Library had invested approximately \$14.6 million in a broad range of capital assets, including building improvements, books, computer and audio-visual equipment. Total depreciation expense for the year was \$599,601. Figure A-5 details the historical costs, accumulated depreciation, and book value of the Library's capital assets.

Figure A-5

	<u>2020</u>	<u>2019</u>
Land	\$ 345,545	\$ 345,545
Construction in progress	-	525,038
Building	8,411,388	7,727,546
Collections	3,749,783	3,530,560
Furniture & equipment	<u>2,110,503</u>	<u>2,206,018</u>
 Total capital assets	 14,617,219	 14,334,707
 Accumulated depreciation	 <u>7,798,527</u>	 <u>7,517,101</u>
 Net capital assets	 <u>\$ 6,818,692</u>	 <u>\$ 6,817,606</u>

Debt Administration

The following (Figure A-6) is a summary of the outstanding debt at December 31:

Figure A-6

	<u>2020</u>	<u>2019</u>
Governmental activities:		
Compensated absences	<u>\$ 357,238</u>	<u>\$ 267,714</u>

**Traverse Area District Library
Management Discussion and Analysis
For the year ended December 31, 2020**

Factors Bearing on the Library's Future

At the time these financial statements were prepared and audited, the Library was aware of circumstances that could significantly affect its financial health in the future.

1. Local property taxes represent the largest portion of the Library's revenue providing 90% of total funding. Taxable value increases/decreases in the last decade are as follows according to annual county equalization reports:
 - 2012 (.286%)
 - 2013 2.578%
 - 2014 1.762%
 - 2015 3.273%
 - 2016 1.683%
 - 2017 3.622%
 - 2018 4.896%
 - 2019 5.128%
 - 2020 5.266%
 - 2021 4.427%

Due to the increasing value of taxable properties, TADL has had Headlee Millage reductions for the past four years and will have another reduction in 2021. Our tax receipts will, of course, increase overall, but the lower millage rate will prevent us from collecting the full voter approved amount.

2. Though we were successful in opting out of the renewed Old Town TIF capture because of the legislation passed in 2016, we are continuing to monitor developing plans of the DDA. There has recently been discussions of extending the duration of TIF97 and expansion of borders without a tax capture component. According to Board policy, we will make every effort to opt out of any captures or expansions to preserve library funding.
3. In February 2020, TADL received a Local Community Stabilization payment of \$34,172.37 from the state as a result of Personal Property tax legislation. This has been trending down over the last few years and we foresee that trend continuing.
4. In 2020, the Library was required to reimburse the county or townships due to Board of Review and Tax Tribunal judgments for a total of \$1,444. The possibility of adverse Board of Review and Tax Tribunal rulings remains a threat, and we are keeping a close eye on this issue. The amounts we must reimburse vary tremendously from year to year, ranging from a high of \$49,000 in 2011 to a low of zero in 2019.
5. State Aid receipts remained steady in 2020, which was surprising as projections were looking at a 50% reduction in 2020 due to the global pandemic. Advocacy efforts by the Michigan Library Association have quite successfully made the case for increased library funding to the legislature, and we hope that funding will be continue to be prioritized for libraries.
6. Penal fine receipts continued their downward trend in 2020 partially as a result of the Stay at Home Orders and the Closure of most businesses from mid-March to June. Fines decreased 15.42% in Grand Traverse County, 18.8% in Leelanau County, and 8.56% in Benzie County in 2020 with receipts totaling \$195,983 for all. We continue to be concerned about Penal Fines as it is our second largest funding source. The amount can vary widely and is also always a target of legislative activity at the state level as well as potential local ordinances that are passed to capture fines for the municipalities in which the offenses take place. The numbers are down significantly, and we have not received projections for 2021 as we return to some pre-pandemic activities.

**Traverse Area District Library
Management Discussion and Analysis
For the year ended December 31, 2020**

7. Our labor contract with the Teamsters will expire December 31, 2021 after a successful negotiation to extend the current contract in 2019.
8. We continue to contribute extra funds toward our unfunded pension liability for our frozen MERS Defined Benefit plan. MERS actuaries have lowered their projection on investment earnings from 7.75% to 7.35%, and their wage inflation assumption from 3.75% to 3%. These changes will have an effect on future contribution requirements for the library.
9. As noted in many previous audit reports, the roof, ventilation and insulation at the Main Library have caused ongoing problems and the work continues to develop a realistic solution. We have been working with an architect and construction manager and have settled on a plan to ensure that there is the right kind of ventilation in addition to sealing out heat sources in the attic and insulating where needed. Soffits have been replaced all around the building and new boilers and humidifiers have been installed. Due to a mild winter and the library closure because of the COVID-19 pandemic from March until June, we were unable to complete testing on the new systems. As we continue to monitor the situation, and if the expected results are achieved, a new roof will be installed in late 2021 or 2022.
10. The Main Library celebrated its 20th anniversary in January 2019, and after 22 years, the building is starting to need repairs and updating. Because of the need to ensure enough funding for the roof repairs and the uncertainty created by the Pandemic, administration has held off on some projects that will need to be planned for soon but the pandemic has added an extra element of uncertainty to the planning. Chief among these are energy efficient lighting, new carpet, painting and restroom remodeling. We are also hoping to have a sign installed on the lawn of the Main Library with some of the funding provided by the Friends of TADL in 2021.

Requests for Information

This financial report is designed to provide a general overview of the Library's finances for all those with an interest. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Director, Traverse Area District Library, 610 Woodmere, Traverse City, Michigan 49686.

Traverse Area District Library

STATEMENT OF NET POSITION

December 31, 2020

	<u>Governmental Activities</u>
ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	
ASSETS	
Current assets	
Cash and equivalents	\$ 1,282,196
Investments	2,668,359
Accounts receivable	4,501,187
Prepaid expenses	<u>149,520</u>
Total current assets	8,601,262
Capital assets, net of accumulated depreciation	6,818,692
DEFERRED OUTFLOWS OF RESOURCES	
Deferred outflows of resources for net pension obligation	<u>169,532</u>
Total assets and deferred outflows of resources	<u><u>\$ 15,589,486</u></u>
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	
LIABILITIES	
Current liabilities	
Accounts payable	\$ 43,404
Accrued liabilities	85,060
Current portion of long-term debt	<u>44,602</u>
Total current liabilities	173,066
Long-term debt	312,636
Net pension liability	<u>682,900</u>
Total liabilities	<u>1,168,602</u>
DEFERRED INFLOWS OF RESOURCES	
Taxes levied but intended for subsequent period	5,126,735
Deferred inflows of resources for net pension obligation	<u>328,686</u>
Total deferred inflows of resources	<u>5,455,421</u>
NET POSITION	
Invested in capital assets	6,818,692
Restricted for	
Sight and sound	3,355
Youth services	6,615
Local history collections	14,121
Teen services	5,037
Talking Book Library	10,261
Public improvement	1,559,739
Permanent fund	
Expendable	10,062
Nonspendable	15,741
Unrestricted	<u>521,840</u>
Total net position	<u>8,965,463</u>
Total liabilities, deferred inflows of resources and net position	<u><u>\$ 15,589,486</u></u>

The accompanying notes are an integral part of these financial statements.

Traverse Area District Library

STATEMENT OF ACTIVITIES

Year Ended December 31, 2020

Functions	Expenses	Program Revenues			Net Revenue (Expense) and Changes in Net Position
		Charges For Services	Operating Grants and Contributions	Capital Grants and Contributions	Total
Governmental activities					
Library services	\$ 4,527,861	\$ 57,881	\$ 200,705	\$ -	\$ (4,269,275)
Depreciation - unallocated	<u>599,601</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(599,601)</u>
Total governmental activities	<u>\$ 5,127,462</u>	<u>\$ 57,881</u>	<u>\$ 200,705</u>	<u>\$ -</u>	<u>(4,868,876)</u>
General revenues					
Property taxes					
Levied for general purposes					4,988,837
Fines and forfeitures					224,147
Investment earnings					<u>70,613</u>
Total general revenues					<u>5,283,597</u>
Change in net position					414,721
Net position, beginning of year					<u>8,550,742</u>
Net position, end of year					<u>\$ 8,965,463</u>

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The accompanying notes are an integral part of these financial statements.

Traverse Area District Library
GOVERNMENTAL FUNDS - BALANCE SHEETS

December 31, 2020

	General Fund	Public Improvement	Non-Major Permanent Fund	Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 1,282,196	\$ -	\$ -	\$ 1,282,196
Investments	1,211,348	1,414,586	25,717	2,651,651
Receivables				
Property taxes	4,482,827	-	-	4,482,827
Interest	3,470	4,757	-	8,227
Accounts	9,991	-	86	10,077
Due from other funds	-	194,202	-	194,202
Prepaid expenditures	149,520	-	-	149,520
	<u>\$ 7,139,352</u>	<u>\$ 1,613,545</u>	<u>\$ 25,803</u>	<u>\$ 8,778,700</u>
LIABILITIES				
Accounts payable	\$ 43,404	\$ -	\$ -	\$ 43,404
Accrued liabilities	85,059	-	-	85,059
Due to other funds	388,404	-	-	388,404
	<u>516,867</u>	<u>-</u>	<u>-</u>	<u>516,867</u>
DEFERRED INFLOWS OF RESOURCES				
Taxes levied intended for subsequent period	5,126,735	-	-	5,126,735
FUND BALANCE				
Nonspendable	149,520	-	15,741	165,261
Restricted				
Sight and sound	-	3,355	-	3,355
Youth services	-	6,615	-	6,615
Local history collection	-	14,121	-	14,121
Teen services	-	5,037	-	5,037
Talking Book Library	-	10,261	-	10,261
Fund use	-	1,559,739	10,062	1,569,801
Committed				
Children's programming endowment	81,000	-	-	81,000
Employee benefit obligations	325,000	-	-	325,000
Assigned				
Public improvements	-	14,417	-	14,417
Unassigned	940,230	-	-	940,230
	<u>1,495,750</u>	<u>1,613,545</u>	<u>25,803</u>	<u>3,135,098</u>
Total fund balance	<u>1,495,750</u>	<u>1,613,545</u>	<u>25,803</u>	<u>3,135,098</u>
Total liabilities, deferred inflows of resources and fund balance	<u>\$ 7,139,352</u>	<u>\$ 1,613,545</u>	<u>\$ 25,803</u>	

Reconciliation of Governmental Fund Balance to District-Wide Governmental Activities Net Position

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

Capital assets used in governmental activities are not financial resources and, therefore, are not reported as assets in governmental funds. The cost of the assets is \$14,617,219 and the accumulated depreciation is \$(7,798,527).	6,818,692
Internal service funds are used by management to accumulate funds for the purpose of paying retirement obligations. The assets and liabilities of the internal service funds are included in governmental activities in the statement of net position.	210,965
Deferred inflows of resources net of deferred outflows of resources for pension obligations is not a financial resource and, therefore, is not reported in governmental funds.	(159,154)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported as liabilities in the funds. Long-term liabilities at year-end consist of:	
Net pension liability	(682,900)
Compensated absences	(357,238)

Total net position - governmental activities	<u>\$ 8,965,463</u>
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The accompanying notes are an integral part of these financial statements.

Traverse Area District Library

GOVERNMENTAL FUNDS - STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Year Ended December 31, 2020

	General Fund	Public Improvement	Non-Major Permanent Fund	Total Governmental Funds
REVENUES				
Property taxes	\$ 4,988,837	\$ -	\$ -	\$ 4,988,837
State grants	119,047	-	-	119,047
Other grants	45,975	-	-	45,975
Charges for services	57,881	-	-	57,881
Fines and forfeitures	224,147	-	-	224,147
Investment income	23,890	44,955	808	69,653
Contributions and other income	34,966	717	-	35,683
Total revenues	<u>5,494,743</u>	<u>45,672</u>	<u>808</u>	<u>5,541,223</u>
EXPENDITURES				
Current				
Personnel	3,043,344	-	-	3,043,344
Additional retirement contribution	110,000	-	-	110,000
Supplies and collection additions	716,463	-	-	716,463
Other services and charges	1,164,648	3,763	67	1,168,478
Capital outlay	93,455	163,041	5,000	261,496
Total expenditures	<u>5,127,910</u>	<u>166,804</u>	<u>5,067</u>	<u>5,299,781</u>
REVENUES OVER EXPENDITURES	<u>366,833</u>	<u>(121,132)</u>	<u>(4,259)</u>	<u>241,442</u>
OTHER FINANCING SOURCES (USES)				
Operating transfers in	110,000	209,603	-	319,603
Operating transfers out	(403,805)	-	-	(403,805)
Total other financing sources (uses)	<u>(293,805)</u>	<u>209,603</u>	<u>-</u>	<u>(84,202)</u>
NET CHANGE IN FUND BALANCE	73,028	88,471	(4,259)	157,240
Fund balance, beginning of year	<u>1,422,722</u>	<u>1,525,074</u>	<u>30,062</u>	<u>2,977,858</u>
Fund balance, end of year	<u>\$ 1,495,750</u>	<u>\$ 1,613,545</u>	<u>\$ 25,803</u>	<u>\$ 3,135,098</u>

The accompanying notes are an integral part of these financial statements.

Traverse Area District Library

RECONCILIATION OF THE GOVERNMENTAL FUNDS STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE WITH THE STATEMENT OF ACTIVITIES

Year Ended December 31, 2020

Total net change in fund balance - governmental funds \$ 157,240

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

Capital outlays to purchase or build capital assets are reported in the governmental funds expenditures. However, those costs are allocated over their estimated useful lives as annual depreciation expense in the statement of activities. This is the amount by which depreciation expense exceeds capital outlays during the period.

Capital outlays	\$ 600,687	
Depreciation expense	<u>(599,601)</u>	1,086

Change in deferred outflows of resources, net of the change in deferred inflows of resources for pension obligations. 44,305

In the statement of activities, certain operating expenses - accrued leave - are measured by the amounts earned during the year. In the governmental funds, however, expenditures for these items are measured by the amount of financial resources used. This year, the amount earned was more than the accrued leave paid. (89,524)

Internal service funds are used by management to charge the costs of certain activities to individual funds. The net revenues of the internal service funds are reported with governmental activities. 85,015

Decrease in net pension liability 216,599

Change in net position of governmental activities \$ 414,721

Traverse Area District Library

STATEMENT OF NET POSITION - INTERNAL SERVICE FUND

December 31, 2020

ASSETS	
CURRENT ASSETS	
Investments	\$ 16,707
Due from other funds	194,202
Interest receivable	<u>56</u>
Total current assets	<u>\$ 210,965</u>
NET POSITION	
Committed for pension liability	<u>\$ 210,965</u>

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The accompanying notes are an integral part of these financial statements.

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Traverse Area District Library

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION - INTERNAL SERVICE FUND

Year Ended December 31, 2020

NONOPERATING REVENUES

Gain (loss) on investments	\$ (147)
Interest income	<u>960</u>

INCOME BEFORE TRANSFERS

813

OTHER FINANCING SOURCES (USES)

Transfers from other funds	194,202
Transfers to other funds	<u>(110,000)</u>

Total other financing sources (uses)	<u>84,202</u>
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CHANGE IN NET POSITION

85,015

NET POSITION, beginning of year

125,950

NET POSITION, end of year

\$ 210,965

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Traverse Area District Library
STATEMENT OF CASH FLOWS - INTERNAL SERVICE FUND
Year Ended December 31, 2020

Change in net position	\$ 85,015
Adjustments to reconcile change in net position	
Change in amounts due from other funds	(88,525)
Change in interest receivable	<u>53</u>
Net cash from operating activities	<u>(3,457)</u>
Investing activities	
Sale of investments	<u>3,457</u>
NET CHANGE IN CASH	-
Cash, beginning of year	<u>-</u>
Cash, end of year	<u><u>\$ -</u></u>

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Traverse Area District Library
NOTES TO FINANCIAL STATEMENTS

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Introduction

The accounting policies of the Traverse Area District Library (the "Library or "TADL") conform to generally accepted accounting principles as applied to governmental units. The following is a summary of the significant policies.

The Traverse Area District Library was established on January 1, 1983 pursuant to the Library Act of Michigan by participating municipalities of the City of Traverse City and Grand Traverse County. The Library provides library services to the public.

The Financial Reporting Entity

As a district Library, the Library is governed by a Board of Trustees, appointed in accordance with the Library bylaws. The Board has governance responsibilities over all activities related to the Traverse Area District Library. The Board receives funding from local and State government sources and must comply with concomitant requirements of these funding entities. However, the Board is not included in any other governmental "reporting entity" as defined by the Government Accounting Standards Board since the Board members, who are appointed, have decision-making authority, the power to designate management, the responsibility to significantly influence operations, and primary accountability for fiscal matters. In accordance with generally accepted accounting principles, there are no component units to be included in the financial statements.

The Traverse Area District Library maintains associate library relationships with the Peninsula Community, Fife Lake Public, and Interlochen Public Libraries. These contractual relationships provide for an exchange of library services. The agreements also provide for payments to the associate members of the amounts based on varying factors. Supplemental payments may also be made to the associate members at the discretion of the Board of Trustees. The Library operates branches in the Village of Kingsley and East Bay Township.

The Traverse Area District Library also provides services for eligible blind and physically handicapped residents to an eight-county region by means of the TADL Talking Book Library. Part of the Michigan Braille and Talking Book Library Network of Regional and Subregional Libraries, expenditures related to this program are partially funded through State and Federal grants and in-kind support.

Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the activities of the primary government. For the most part, the effect of interfund activity has been removed from these statements. Governmental activities are supported by charges for services and tax revenues.

NOTES TO FINANCIAL STATEMENTS - Continued

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include (1) charges to customers or applicants who purchase, use or directly benefit from the goods, services or privileges provided by a given function or segment and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Internally dedicated resources are reported as general revenues rather than as program revenues.

Fund Financial Statements

The balance sheets and statements of revenues, expenditures and changes in fund balance (i.e. fund financial statements) for the Library's governmental and internal service funds display information about the major and aggregated non-major funds for the various fund types. Major funds are generally those that represent 10% or more of the respective fund type's assets, liabilities, revenues or expenditures.

Measurement Focus, Basis of Accounting and Financial Statement Presentation

The government-wide statements report using the economic resource measurement focus and the accrual basis of accounting generally including the reclassification or elimination of internal activity (between or within funds). Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Grants, property taxes and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The governmental funds use a financial resources measurement focus and are accounted for using the modified accrual basis of accounting. Under the financial resources measurement focus, only current assets and current liabilities are generally included on governmental fund balance sheets. The governmental fund operating statements present a summary of sources and uses of available spendable resources. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Current expenditures are generally recorded when the fund liability is incurred, if measurable. Exceptions to this general rule include principal and interest on long-term debt, which is recognized when due and accrued compensated absences, which is recorded when payable from current available financial resources.

State revenue, fees and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the government.

NOTES TO FINANCIAL STATEMENTS - Continued

Fund Types and Major Funds

Activities in Major Funds

General Fund - This fund is used to account for all financial resources except those provided for in other funds. The fund includes the general operating expenditures of the Library.

Public Improvement Special Revenue Fund - This fund is used to accumulate money for acquiring, constructing, extending, altering, repairing, or equipping public improvements or buildings.

Activities in Non-Major Funds

Permanent Fund - This fund is used to account for the corpus and earnings of a trust of which the earnings can be spent.

Internal Service Fund - This fund is used to account for operations that provide services to the Library. Specifically, this fund is used to service the net pension liability of the Library.

Budgeting Data

The annual budgets are prepared by the Library's management and adopted by the Library Board; subsequent amendments are approved by the Library Board. During the current year, the budget was amended in a legally permissible manner.

The budgets have been prepared in accordance with generally accepted accounting principles. The budget statement (statement of revenue, expenditures and change in fund balance - budget and actual) is presented on the same basis of accounting used in preparing the adopted budget.

The budget has been adopted on an activity basis; expenditures at this level in excess of amounts budgeted are a violation of Michigan Law. A comparison of actual results of operations to the budget as adopted by the Board is included in the financial statements.

The District Library follows these procedures in establishing the budgetary data reflected in the financial statements:

- a. On or about December 1st, the District Library submits to the general public a proposed operating budget for the fiscal year commencing the following January 1st. The operation budget includes proposed expenditures and the means of financing them.
- b. Public hearings are conducted to obtain taxpayer comments.
- c. On or about December 31st, the budget is legally enacted through passage of a resolution.
- d. The District Library Director is authorized to transfer budgeted amounts within the four budgeted categories.
- e. Appropriations for the funds lapse at the end of the fiscal year.

NOTES TO FINANCIAL STATEMENTS - Continued

Cash and Investments

The Library considers all cash, demand deposits and short-term investments with an original maturity of three months or less to be cash equivalents.

Cash deposits are reported at carrying amounts that reasonably estimate fair value. Investments are reported at fair value.

Property Tax Receivable

Property taxes are levied and attach as an enforceable lien on property on December 1st on the taxable valuation of property as of the preceding December 31st. The property taxes are billed and collected by local units of government within the Library District, which then remit the District Library's designated portion on a semi-monthly basis. During March of each year, uncollected real property taxes are transferred to the respective County which pays the Library for those balances and accepts responsibility for collection. Responsibility for the collection of unpaid personal property taxes remains with the local units of government.

Although the Library's 2020 ad valorem tax is levied and collectible on December 1, 2020, it is the Library's policy to recognize revenues from the current tax levy in the subsequent year when the proceeds of this levy are budgeted and made available for the financing of the Library's operations.

Capital Assets

Capital assets, which include property and equipment are reported in the government-wide statements (statement of net position) and are stated at cost. Assets acquired by gift or bequest are recorded at their fair market value at the date of transfer. The Library generally capitalizes assets with costs of \$500 or more and an estimated life in excess of one year. Collection assets are recorded as group additions and deletions each year. No depreciation is recorded on land or construction-in-process. Expenditures for major renewals and maintenance and repairs are charged to current expenditures as incurred. Depreciation is computed using the straight-line method. When capital assets are disposed, the cost and applicable accumulated depreciation are removed from the respective accounts and the resulting gain or loss is recorded in operations.

The estimated useful lives, in years, for depreciable assets are as follows:

Furniture, fixtures and equipment	3-40 years
Buildings and improvements	15-40 years
Collections-books, DVD's, videotapes, etc.	6 years

NOTES TO FINANCIAL STATEMENTS - Continued

Deferred Inflows and Outflows of Resources

Government-wide financial statements report *deferred inflows of resources* in connection with the net pension obligation. Governmental funds report *deferred inflows of resources* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period or for resources that have been received, but not yet earned. At the end of the current fiscal year, the various components of *deferred inflows of resources* reported in the governmental funds were as follows for receivables and revenues:

Property taxes:	
General Fund	<u>\$ 5,126,735</u>

Government-wide financial statements report *deferred outflows of resources* in connection with consumption of net position that applies to a future period(s) and will not be recognized as an outflow of resources (expense) until then. Deferred outflows of resources are related to recording the net pension obligation.

Compensated Absences

District Library employees earn leave in varying amounts based on length of service. Unused leave may accumulate and be carried over to a subsequent year, subject to restrictions. Leave accrued at year end which is subject to payment upon termination has been included as a liability on the statement of net position and not on the fund balance sheet as the balance has not yet matured from resignations or retirements.

Fund Balance

In the fund financial statements, governmental funds classify fund balance as nonspendable for amounts that are not in a spendable form, such as inventory and prepaid expenses, or are required to be maintained intact. Restricted fund balance includes amounts that can be spent only for the specific purposes stipulated by external resource providers, such as grant providers, constitutionally, or through enabling legislation. Effectively, restrictions may be changed or lifted only with the consent of resource providers. Committed fund balance includes amounts that can be used only for the specific purpose determined by a formal action of government's highest level of decision-making authority. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally. Assigned fund balance comprises amounts intended to be used by the government for a specific purpose. Unassigned fund balance is the residual classification for the general fund and includes all amounts not contained in the other classifications. Unassigned amounts are technically available for any purpose.

When both restricted and unrestricted fund balances are available for use, it is the Library's policy to use restricted fund balance first, then unrestricted fund balance. However, the Library reserves the right to use unrestricted fund balance first. Furthermore, committed fund balances are reduced first, followed by assigned amounts, and then unassigned amounts when expenditures are incurred for purposes for which amounts in any of those unrestricted fund balance classifications can be used.

NOTES TO FINANCIAL STATEMENTS - Continued

It is the Board of Trustees intent to utilize the Public Improvement Fund's restricted balance as follows:

Sight and sound	\$ 3,355
Youth services	6,615
Local history collections	14,121
Teen services	5,037
Talking Book Library	10,261
Undesignated	<u>1,559,739</u>
Total restricted fund balance	<u>\$ 1,599,128</u>

Contributions

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor.

Pensions

For purposes of measuring the Net Pension Liability, deferred outflows of resources and deferred inflows of resources related to pension and pension expense, information about the fiduciary net pension of the Municipal Employees Retirement System ("MERS") of Michigan, and additions to/deductions from MERS fiduciary net position have been determined on the same basis as they are reported by MERS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Subsequent Events

The Library has evaluated subsequent events and transactions for potential recognition and disclosure through June 17, 2021, the date the financial statements were available to be issued.

NOTES TO FINANCIAL STATEMENTS - Continued

NOTE B - CASH AND INVESTMENTS

At December 31, 2020, the Library's cash and investments include the following:

	<u>Balance Sheet Classification</u>		<u>Total</u>
	<u>Cash</u>	<u>Investments</u>	
Total	<u>\$ 1,282,196</u>	<u>\$ 2,668,359</u>	<u>\$ 3,950,555</u>

These deposits are in two (2) financial institutions located in Michigan. State policy limits the Library's investing options to financial institutions located in Michigan.

Deposits Risk

Interest Rate Risk - State law limits the allowable investments and the maturities of some of the allowable investments as identified in the following list of authorized investments. The Library's investment policy does not have specific limits in excess of State law on investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates. The maturity dates for each investment are identified below for investments held at year-end.

Credit Risk - State law limits investments to specific government securities, certificates of deposits and bank accounts with qualified financial institutions, commercial paper with specific maximum maturities and ratings when purchased, bankers acceptances of the Library's specific financial institutions, qualified mutual funds and qualified external investment pools as identified in the following listing. The Library's investment policy does not have specific limits in excess of State law on investment credit risk. The rating for each investment (not including money market investments) is AA+.

Custodial Credit Risk - Deposits - Custodial credit risk is the risk that in the event of a bank failure, the Library's deposits may not be returned. The Library minimizes this risk by pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisors to be in compliance with the requirements set forth in the Library's investment policy. As of year-end, \$1,123,387 of the Library's bank balance of \$1,373,387 was exposed to custodial credit risk because it was uninsured and uncollateralized.

Custodial Credit Risk - Investments - For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the Library will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The Library minimized this risk by pre-qualifying the financial institutions, brokers/dealers, intermediaries and advisors to be in compliance with the requirements set forth in the Library's investment policy. The custodial risk for money market mutual funds cannot be determined because the mutual fund does not consist of specifically identifiable securities. The Library is exposed to custodial credit risk for the remaining securities because they are uninsured and unregistered with securities held by the counter party or the counter party's trust department or agent, but not in the Library's name.

NOTES TO FINANCIAL STATEMENTS - Continued

Statutory Authority

State statutes authorize the Library to invest in:

- a. Bonds, securities, other obligations and repurchase agreements of the United States, or an agency or instrumentality of the United States.
- b. Certificates of deposit, savings accounts, deposit accounts or depository receipts of a qualified financial institution.
- c. Commercial paper rated at the time of purchase within the two highest classifications established by not less than two standard rating services and that matures not more than 270 days after the date of purchase.
- d. Banker's acceptance of United States banks.
- e. Obligations of the State of Michigan and its political subdivisions that, at the time of purchase are rated as investment grade by at least one standard rating service.
- f. Mutual funds registered under the Investment Company Act of 1940 with the authority to purchase only investment vehicles that are legal for direct investment by a public corporation.
- g. External investment pools as authorized by Public Act 20 as amended through December 31, 1997.

The Library categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The Library has the following recurring fair value measurements as of December 31, 2020:

Investments by Fair Value Level	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Investment Maturities (in years)			
				Current	1-5	6-10	More than 10
Government backed bonds	\$ -	\$ 1,727,018	\$ -	\$ 56,864	\$ 1,666,549	\$ 3,605	\$ -
Treasury bonds	-	577,995	-	51,076	526,919	-	-
Certificates of deposit	343,222	-	-	343,222	-	-	-
Money market funds	20,124	-	-	20,124	-	-	-
Total	<u>\$ 363,346</u>	<u>\$ 2,305,013</u>	<u>\$ -</u>	<u>\$ 471,286</u>	<u>\$ 2,193,468</u>	<u>\$ 3,605</u>	<u>\$ -</u>

The Library's investments in money market mutual funds and cash equivalents are not required to be classified by fair value.

Following is a description of the valuation methodologies used for assets measured at fair value on a recurring basis.

There have been no changes in the methodologies used at December 31, 2020.

U.S. government bonds, municipal bonds and corporate bonds: Valued at fair value using a matrix pricing technique. Matrix pricing is used to value securities based on the securities' relationship to benchmark quoted prices.

NOTES TO FINANCIAL STATEMENTS - Continued

Certificates of Deposit: Valued at the fair value based on quoted prices.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Library believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

NOTE C - INVESTMENT IN CAPITAL ASSETS

Investment in capital assets changed as follows during the year ended December 31, 2020:

	<u>Beginning</u>	<u>Capital Acquisitions</u>	<u>Sales and Adjustments</u>	<u>Ending</u>
Buildings	\$ 7,727,546	\$ 683,842	\$ -	\$ 8,411,388
Collections	3,530,560	376,375	(157,152)	3,749,783
Furniture and equipment	<u>2,206,018</u>	<u>65,508</u>	<u>(161,023)</u>	<u>2,110,503</u>
Total depreciable assets	<u>13,464,124</u>	<u>1,125,725</u>	<u>(318,175)</u>	<u>14,271,674</u>
Less accumulated depreciation	<u>(7,517,101)</u>	<u>(599,601)</u>	<u>318,175</u>	<u>(7,798,527)</u>
Land	345,545	-	-	345,545
Construction in progress	<u>525,038</u>	<u>-</u>	<u>(525,038)</u>	<u>-</u>
Total non-depreciable assets	<u>870,583</u>	<u>-</u>	<u>(525,038)</u>	<u>345,545</u>
Total capital assets, net	<u>\$ 6,817,606</u>	<u>\$ 526,124</u>	<u>\$ (525,038)</u>	<u>\$ 6,818,692</u>

Total depreciation expense for the year ended December 31, 2020, was \$599,601.

NOTE D - LONG-TERM DEBT

The following is a summary of changes in long-term debt for the year ended December 31, 2020:

	<u>Beginning Balance</u>	<u>New Debt</u>	<u>Payments</u>	<u>Ending Balance</u>	<u>Current Portion</u>
Compensated absences	<u>\$ 267,714</u>	<u>\$ 89,524</u>	<u>\$ -</u>	<u>\$ 357,238</u>	<u>\$ 44,602</u>

Compensated absences are liquidated in the general fund.

NOTES TO FINANCIAL STATEMENTS - Continued

NOTE E - INTERFUND TRANSACTIONS

Interfund Receivable/Payables

Interfund receivables/payables consists of the following as of December 31, 2020:

	<u>Receivables</u>	<u>Payables</u>
Major Funds:		
General Fund	\$ -	\$ 388,404
Public Improvement Fund	194,202	-
Internal Service Fund	<u>194,202</u>	<u>-</u>
	<u>\$ 388,404</u>	<u>\$ 388,404</u>

Operating Transfers

Operating transfers in and out of individual funds are summarized as follows during the year ended December 31, 2020:

<u>Fund</u>	<u>Transfers In</u>	<u>Transfers Out</u>
Major Funds:		
General Fund	\$ 110,000	\$ 403,805
Public Improvement Fund	209,603	-
Internal Service Fund	<u>194,202</u>	<u>110,000</u>
Total	<u>\$ 513,805</u>	<u>\$ 513,805</u>

Transfers were used to move General Fund unrestricted excess revenues to finance various projects in the Public Improvement and Internal Service funds. The Internal Service fund transferred to the General Fund for an additional contribution to the Library's MERS plan.

NOTE F - PENSION PLAN

The Library participates in two retirement programs as detailed below:

Defined Contribution Plan - Employee Investment Plan and Trust

The Library participates in a self-administered defined contribution pension plan established on June 1, 1985. There are two types of contributions that the Library may make: discretionary matching and discretionary profit sharing. Employees are eligible to participate in the plan after reaching 21 years of age and providing three months of service. As authorized by the plan document, each participant may contribute from 1% to 15% of compensation to this plan. The Library may contribute each year, depending on its funding. Participants in the plan are vested depending on their years of service. The employee will be credited with one year of service for each plan year in which at least 1,000 hours of service were completed. All employee contributions are 100% vested at all times.

The Library opened a MERS Defined Contribution plan as of November 1, 2016. As authorized by the plan document, each participant will contribute 3% of compensation to this plan. The Library contributes 8% of the employee's compensation. All employees are 100% vested after 5 years of service. The employee will be credited with one vesting year for each 12 months of continuous employment from the date of hire.

The employer contribution to the self-administered defined contribution plan and the MERS defined contribution plan for the year totaled \$102,075 and \$143,564, respectively. The employee contributions totaled \$176,875 and \$53,950, respectively. Plan provisions and contribution requirements are established and may be amended by the Library Board.

Defined Benefit Plan - Municipal Employees Retirement System of Michigan

The Library participates in the Municipal Employees Retirement System of Michigan ("MERS") defined benefit plan. The defined benefit pension plan provides certain retirement, disability and death benefits to plan members and beneficiaries. MERS is an agent multiple-employer, State-wide public employee pension plan established by the Michigan Legislature under Public Act 135 of 1945 and administered by a nine-member Retirement Board. MERS issues a publicly available financial report that includes financial statements and required supplementary information. This report may be obtained by accessing the MERS website at www.mersofmich.gov.

In October 2016, the Library and the Teamsters Union reached an agreement on the labor contract that had expired on December 31, 2015. The settlement included the transition from the MERS Defined Benefit plan to a MERS Defined Contribution plan. The MERS Defined Benefit plan was frozen as of November 1, 2016. Employees will maintain their benefits pursuant to the MERS Defined Benefit plan.

Benefits Provided

Benefits were frozen as of November 1, 2016.

The vesting period is 6 years.

NOTES TO FINANCIAL STATEMENTS - Continued

Normal retirement age is 60 with early retirement at 55 with 15 years of service, or 50 with 25 years of service.

Final average compensation is calculated based on 5 years. Members contributions are 0% because the plan is closed.

Employees Covered by Benefit Terms

At the December 31, 2019 valuation date, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries currently receiving benefits	34
Inactive employees entitled to but not yet receiving benefits	8
Active employees	<u>27</u>
	<u><u>69</u></u>

Contributions

The employer is required to contribute amounts at least equal to the actuarially determined rate, as established by the MERS Retirement Board. The actuarially determined rate is the estimated amount necessary to finance any unfunded accrued liability. The employer may establish contribution rates to be paid by its covered employees.

Employer contributions were \$120,000 based on the annual required contribution. The Library contributed \$110,000 in excess of the annual required contribution.

Net Pension Liability

The employer's Net Pension Liability was measured as of December 31, 2019, and the total pension liability used to calculate the Net Pension Liability was determined by an annual actuarial valuation as of December 31, 2019.

Actuarial Assumptions

The total pension liability in the December 31, 2019 annual actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation: 2.5%

Salary increases: 3.0% in the long-term.

Investment rate of return: 7.75%, net of investment expense, including inflation.

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

NOTES TO FINANCIAL STATEMENTS - Continued

Mortality rates used were based on the RP-2014 Group Annuity Mortality Table of a 50% Male and 50% Female blend.

The actuarial assumptions used in valuation were based on the results of the most recent actuarial experience study of 2009-2013.

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

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-Term Expected Real Rate of Return</u>
Global equity	60.0 %	5.19 %
Global fixed income	20.0 %	0.75 %
Private investments	20.0 %	1.81 %

Discount Rate

The discount rate used to measure the total pension liability is 7.60% for 2019. The projection of cash flows used to determine the discount rate assumes that employer and employee contributions will be made at the rates agreed upon for employees and the actuarially determined rates for employers. Based on these assumptions, the pension plan's fiduciary net position was projected to be available to pay all projected future benefit payments of current active and inactive employees. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

NOTES TO FINANCIAL STATEMENTS - Continued

Changes in Net Pension Liability

	Increase (Decrease)		
	Total Pension Liability	Plan Fiduciary Net Position	Net Pension Liability/ (Asset)
	(a)	(b)	(a)-(b)
Balances at December 31, 2019	\$ 7,027,594	\$ 6,128,095	\$ 899,499
Changes for the year			
Service cost	1,100	-	1,100
Interest on total pension liability	514,941	-	514,941
Changes in benefits	-	-	-
Difference between expected and actual experience	(37,768)	-	(37,768)
Changes in assumptions	254,298	-	254,298
Employer contributions	-	230,000	(230,000)
Net investment income	-	755,913	(755,913)
Benefit payments, including employee refunds	(505,221)	(505,221)	-
Administrative expense	-	(12,147)	12,147
Other changes	24,596	-	24,596
Net changes	251,946	468,545	(216,599)
Balances as of December 31, 2020	<u>\$ 7,279,540</u>	<u>\$ 6,596,640</u>	<u>\$ 682,900</u>

Sensitivity of Net Pension Liability to Changes in the Discount Rate

The following presents the Net Pension Liability of the Library, calculated using the discount rate of 7.60%, as well as what the employer's Net Pension Liability would be using a discount rate that is 1 percentage point lower (6.60%) or 1% higher (8.60%) than the current rate.

	1% Decrease	Current Discount Rate	1% Increase
	6.60%	7.60%	8.60%
Net pension liability	\$ 1,395,053	\$ 682,900	\$ 76,100

Note: The current discount rate shown for GASB 68 purposes is higher than the MERS assumed rate of return. This is because for GASB purposes, the discount rate must be gross of administrative expenses, whereas for funding purposes, it is net of administrative expenses.

NOTES TO FINANCIAL STATEMENTS - Continued

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

For the year ended December 31, 2020, the Library recognized pension benefit of \$(30,906). The Library reported deferred outflows and inflows of resources related to pensions from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Difference in experience	\$ -	\$ (123,098)
Difference in assumptions	169,532	-
Excess (deficit) investment returns	<u>-</u>	<u>(205,588)</u>
Total	<u>\$ 169,532</u>	<u>\$ (328,686)</u>

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

<u>Years Ended</u>	
2021	\$ (65,304)
2022	89,242
2023	(122,872)
2024	<u>(60,220)</u>
	<u>\$ (159,154)</u>

NOTE G - DEFERRED COMPENSATION PLAN

The Library offers its employees a deferred compensation plan created in accordance with Internal Revenue Code 457. The plan, available to all Library employees, permits them to defer a portion of their salary until future years. The deferred compensation is not available to employees until termination, retirement, death or unforeseeable emergency.

In complying with the amended Section 457 requirements, these assets are for the exclusive benefit of participants and not subject to the claims of the Library's general creditors. As such, they are not included in a custodial fund of the Library.

NOTES TO FINANCIAL STATEMENTS - Continued

NOTE H - OPERATING LEASES

The Library leases equipment from a financial institution under a five year operating lease expiring in August 2023. The total rent expense was \$22,909 for the year ended December 31, 2020.

The minimum annual payments under this lease are as follows:

<u>Years Ended</u>	
2021	\$ 22,909
2022	22,909
2023	<u>15,273</u>
	<u>\$ 61,091</u>

NOTE I - RISKS AND UNCERTAINTIES

Risk Management

The Library is exposed to various risks of loss related to property, torts, errors and omissions, employee injuries (workers' compensation), as well as medical benefits provided to employees. The Library has purchased commercial insurance for claims. Settled claims relating to the commercial insurance have not exceeded the amount of insurance coverage in the past four fiscal years. There were no significant reductions in insurance coverage during the past year.

COVID-19

On March 10, 2020, the World Health Organization declared the coronavirus outbreak (COVID-19) a pandemic. The Library believes it understands the risks associated with COVID-19. The Library is continuously implementing risk mitigation tactics as to the risk of the impact of COVID-19 related to their operations within and outside the Library. The extent to which the pandemic impacts operations will depend on future developments, which are highly uncertain at this time and cannot be predicted.

The Library was generally closed to the public after the onset of the pandemic as a result of COVID-19 and reopened as restrictions were lifted. To ease the financial burden on patrons, the Library decided to suspend the collection of penal fines in August. The Library received a CARES Act grant for approximately \$6,000 and a Michigan Department of Labor and Economic Opportunity grant for approximately \$9,700 to reduce the financial impact of the pandemic on operations during the year ended December 31, 2020.

Where possible, the Library conducts meetings virtually to mitigate risks of meeting in person. The Library has made various technological improvements to facilitate remote work and meeting settings as a result of COVID-19 and reopened as restrictions were lifted.

NOTE J - COMMITMENTS AND CONTINGENCIES

Collectively Bargained Employment Agreement

The employees of the Library are organized under the Teamsters State, county and municipal workers local 214 (the "Union"). The Board of Trustees and the Union have a contract for October 20, 2016 through December 31, 2021.

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REQUIRED SUPPLEMENTARY INFORMATION

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Traverse Area District Library

SCHEDULE OF CHANGES IN THE MERS NET PENSION ASSET AND RELATED RATIOS

For the years ended December 31:

	2020	2019	2018	2017	2016	2015
Total Pension Liability						
Service cost	\$ 1,100	\$ 1,515	\$ 1,950	\$ 199,446	\$ 215,673	\$ 197,882
Interest	514,941	559,529	554,612	668,004	603,264	574,593
Changes in benefit terms	-	-	-	(1,603,158)	-	-
Difference between expected and actual experience	(37,768)	(271,179)	(30,107)	(117,979)	242,089	-
Changes in assumption	254,298	-	-	-	450,014	-
Benefit payments, including employee refunds	(505,221)	(448,086)	(451,825)	(431,735)	(429,433)	(389,185)
Other	24,596	(31,582)	(14,823)	(23,177)	(34,593)	(24,527)
Net change in total pension liability	251,946	(189,803)	59,807	(1,308,599)	1,047,014	358,763
Total pension liability, beginning	7,027,594	7,217,397	7,157,590	8,466,189	7,419,175	7,060,412
Total pension liability, ending	<u>\$ 7,279,540</u>	<u>\$ 7,027,594</u>	<u>\$ 7,217,397</u>	<u>\$ 7,157,590</u>	<u>\$ 8,466,189</u>	<u>\$ 7,419,175</u>
Plan Fiduciary Net Position						
Contributions - employer	\$ 230,000	\$ 299,528	\$ 299,372	\$ 299,900	\$ 654,923	\$ 265,502
Contributions - employee	-	-	-	(123)	68,879	83,538
Net investment income	755,913	749,972	(231,447)	707,090	555,932	(70,448)
Benefit payments, including employee refunds	(505,221)	(448,086)	(451,825)	(431,735)	(429,433)	(389,185)
Administrative expense	(12,147)	(12,930)	(11,492)	(11,182)	(10,910)	(10,244)
Net change in plan fiduciary net position	468,545	588,484	(395,392)	563,950	839,391	(120,837)
Plan fiduciary net position, beginning	6,128,095	5,539,611	5,935,003	5,371,053	4,531,662	4,652,499
Plan fiduciary net position, ending	<u>\$ 6,596,640</u>	<u>\$ 6,128,095</u>	<u>\$ 5,539,611</u>	<u>\$ 5,935,003</u>	<u>\$ 5,371,053</u>	<u>\$ 4,531,662</u>
Employer net pension liability	<u>\$ 682,900</u>	<u>\$ 899,499</u>	<u>\$ 1,677,786</u>	<u>\$ 1,222,587</u>	<u>\$ 3,095,136</u>	<u>\$ 2,887,513</u>
Plan fiduciary net position as a percentage of total pension liability	91 %	87 %	77 %	83 %	63 %	61 %
Covered employee payroll	\$ 1,236,453	\$ 1,401,775	\$ 1,646,335	\$ 1,733,192	\$ 1,785,090	\$ 1,673,876
Employer's net pension liability as a percentage of covered employee payroll	55 %	64 %	102 %	71 %	173 %	173 %

Note to schedule:

The plan was closed October 31, 2016.

Traverse Area District Library

SCHEDULE OF MERS EMPLOYER'S CONTRIBUTIONS

For the years ended December 31,

	2020	2019	2018	2017	2016	2015
Actuarial determined contributions	\$ 120,000	\$ 99,528	\$ 99,372	\$ 99,777	\$ 304,734	\$ 265,502
Contribution in relation to the actuarially determined contributions	230,000	299,528	299,372	299,777	679,734	265,502
Contribution excess	\$ 110,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 375,000	\$ -
Covered employee payroll	\$1,236,453	\$1,401,775	\$1,646,335	\$1,733,192	\$1,785,090	\$1,673,876
Contributions as a percentage of covered employee payroll	19 %	21 %	18 %	17 %	38 %	16 %

Notes to Schedule

Actuarial cost method	Entry age
Amortization method	Level percentage of payroll, closed
Remaining amortization period	23 years
Asset valuation method	5 year smoothed
Inflation	2.5%
Salary increases	3.0%
Investment rate of return	7.75%
Retirement age	Varies depending on plan adoption
Mortality	50% female/ 50% male RP-2014 Group Annuity Mortality Table

Previous actuarial methods and assumptions:

A seven year smoothed asset valuation method was used for the time period of 2015 through 2018. Inflation and salary increases were expected to be 3.5% and 4.5%, respectively, for 2015. Salary increases were expected to be 3.75% for the time period of 2016 through 2019.

Traverse Area District Library

BUDGETARY COMPARISON SCHEDULE FOR THE GENERAL FUND

Year Ended December 31, 2020

	Budgeted Amounts		Actual (GAAP Basis)	Variances - Positive (Negative)	
	Original	Final		Original to Final	Final to Actual Total
REVENUES					
Property taxes	\$ 4,964,590	\$ 4,964,590	\$ 4,988,837	\$ -	\$ 24,247
State grants	118,425	118,425	119,047	-	622
Other grants	10,000	10,000	45,975	-	35,975
Charges for services	80,000	80,000	57,881	-	(22,119)
Fines and forfeitures	320,000	231,485	224,147	(88,515)	(7,338)
Interest income	15,000	15,000	23,890	-	8,890
Contributions and other income	48,500	48,500	34,966	-	(13,534)
Total revenues	<u>5,556,515</u>	<u>5,468,000</u>	<u>5,494,743</u>	<u>(88,515)</u>	<u>26,743</u>
EXPENDITURES					
Current					
Personnel	3,261,357	3,345,282	3,153,344	(83,925)	191,938
Supplies	731,745	801,745	716,463	(70,000)	85,282
Other services and charges	1,462,563	1,284,722	1,164,648	177,841	120,074
Capital outlay	100,850	130,850	93,455	(30,000)	37,395
Total expenditures	<u>5,556,515</u>	<u>5,562,599</u>	<u>5,127,910</u>	<u>(6,084)</u>	<u>434,689</u>
REVENUES OVER (UNDER) EXPENDITURES	<u>-</u>	<u>(94,599)</u>	<u>366,833</u>	<u>(94,599)</u>	<u>461,432</u>
OTHER FINANCING SOURCES (USES)					
Operating transfers in	-	110,000	110,000	110,000	-
Operating transfers out	-	(403,805)	(403,805)	(403,805)	-
Total other financing sources (uses)	<u>-</u>	<u>(293,805)</u>	<u>(293,805)</u>	<u>(293,805)</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	<u>-</u>	<u>(388,404)</u>	<u>73,028</u>	<u>(388,404)</u>	<u>461,432</u>
Fund balance, beginning of year	<u>1,422,722</u>	<u>1,422,722</u>	<u>1,422,722</u>	<u>-</u>	<u>-</u>
Fund balance, end of year	<u>\$ 1,422,722</u>	<u>\$ 1,034,318</u>	<u>\$ 1,495,750</u>	<u>\$ (388,404)</u>	<u>\$ 461,432</u>

OTHER SUPPLEMENTARY INFORMATION

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Traverse Area District Library

DETAIL SCHEDULE OF REVENUE, EXPENSE AND CHANGE IN FUND BALANCE - BUDGET AND ACTUAL - GENERAL FUND

Year Ended December 31, 2020

	Budgeted Amounts		Actual (GAAP Basis)	Variances - Positive (Negative)	
	Original	Final		Original to Final	Final to Actual Total
REVENUES					
Property taxes	\$ 4,964,590	\$ 4,964,590	\$ 4,988,837	\$ -	\$ 24,247
State grants	118,425	118,425	119,047	-	622
Other grants	10,000	10,000	45,975	-	35,975
Charges for services	80,000	80,000	57,881	-	(22,119)
Fines and forfeitures	320,000	231,485	224,147	(88,515)	(7,338)
Interest income	15,000	15,000	23,890	-	8,890
Contributions and other income	48,500	48,500	34,966	-	(13,534)
Total revenues	<u>5,556,515</u>	<u>5,468,000</u>	<u>5,494,743</u>	<u>(88,515)</u>	<u>26,743</u>
EXPENDITURES					
Current					
Personnel					
Salaries and wages	2,412,415	2,386,340	2,255,968	26,075	130,372
Payroll taxes	67,301	67,301	60,287	-	7,014
Medical insurance	367,526	367,526	331,397	-	36,129
Life insurance	9,085	9,085	7,929	-	1,156
Retirement contributions	382,050	492,050	475,639	(110,000)	16,411
Workers' Compensation insurance	7,500	7,500	7,860	-	(360)
Unemployment insurance	7,240	7,240	7,146	-	94
Disability insurance	8,240	8,240	7,118	-	1,122
Total personnel	<u>3,261,357</u>	<u>3,345,282</u>	<u>3,153,344</u>	<u>(83,925)</u>	<u>191,938</u>
Supplies					
Office supplies	123,015	153,015	120,381	(30,000)	32,634
Operating supplies	601,980	636,980	593,432	(35,000)	43,548
Repair and maintenance	6,750	11,750	2,650	(5,000)	9,100
Total supplies	<u>731,745</u>	<u>801,745</u>	<u>716,463</u>	<u>(70,000)</u>	<u>85,282</u>
Other services and charges					
Contract services	272,955	195,114	179,921	77,841	15,193
Communication	29,290	29,290	22,403	-	6,887
Education and travel	63,920	63,920	29,770	-	34,150
Printing and publishing	30,800	30,800	13,939	-	16,861
Insurance and bonds	32,040	32,040	30,818	-	1,222
Public utilities	118,200	118,200	90,610	-	27,590
Repair and maintenance	355,170	255,170	242,500	100,000	12,670
Aid to other units	550,188	550,188	550,188	-	-
Miscellaneous	10,000	10,000	4,499	-	5,501
Total other services and charges	<u>1,462,563</u>	<u>1,284,722</u>	<u>1,164,648</u>	<u>177,841</u>	<u>120,074</u>
Capital Outlay	100,850	130,850	93,455	(30,000)	37,395
Total expenditures	<u>5,556,515</u>	<u>5,562,599</u>	<u>5,127,910</u>	<u>(6,084)</u>	<u>434,689</u>
REVENUES OVER (UNDER) EXPENDITURES	-	(94,599)	366,833	(94,599)	461,432
OTHER FINANCING SOURCES (USES)					
Operating transfers in	-	110,000	110,000	110,000	-
Operating transfers out	-	(403,805)	(403,805)	(403,805)	-
NET CHANGE IN FUND BALANCE	-	(388,404)	73,028	(388,404)	461,432
Fund balance, beginning of year	1,422,722	1,422,722	1,422,722	-	-
Fund balance, end of year	<u>\$ 1,422,722</u>	<u>\$ 1,034,318</u>	<u>\$ 1,495,750</u>	<u>\$ (388,404)</u>	<u>\$ 461,432</u>

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED
IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

Board of Trustees
Traverse Area District Library
Traverse City, Michigan

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of the governmental activities, each major fund and the aggregate remaining fund information of the **Traverse Area District Library** (the "Library" or "TADL") as of and for the year ended December 31, 2020, and the related notes to the financial statements, which collectively comprise the Library's basic financial statements and have issued our report thereon dated June 17, 2021.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Library's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances, for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Library's internal control. Accordingly, we do not express an opinion on the effectiveness of the Library's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the Library's financial statements will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, as described below, we identified a deficiency in internal control that we consider to be a significant deficiency.

Finding 2020-001 Preparation of Financial Statements

Criteria: The preparation of financial statements is the responsibility of the Library management and requires internal controls over both (1) recording, processing and summarizing financial data (i.e., maintaining internal books and records) and (2) reporting this financial data in the form of financial statements, including all related note disclosures (i.e., external financial reporting).

Condition: As is the case with many small governments, the Library is relying on their independent external auditors to assist with the preparation of the financial statements and related note disclosures as part of its external financial reporting process.

Cause: This condition was caused by the Library's decision that it is more cost effective to outsource the preparation of its annual financial statements to auditors than to incur the time and expense of obtaining the necessary training and expertise required for the Library to perform this task internally.

Effect: The Library's ability to adjust its books and records and prepare financial statements is based, in part, on its reliance on its external auditors who cannot, by definition, be considered a part of the Library's internal controls.

Recommendation: The Library should perform a review of the draft financial statements and notes prior to approving them to accept responsibility for their content.

Management's Response: The Library has evaluated the cost vs. benefit of establishing internal controls over the preparation of financial statements in accordance with GAAP, and determined that it is in the best interests of the Library to outsource this task to its external auditors and to carefully review the draft financial statements and notes prior to approving them and accepting responsibility for their content and presentation.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Library's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Board of Trustees
Traverse Area District Library

Library's Response to Finding

The Library's response to the finding identified in our audit is identified above. The Library's response was not subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on it.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Library's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Library's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

June 17, 2021

DRAFT



MCNAUGHTON ADULT SUBSCRIPTION

Traverse Area Library District

March 22, 2021

Melissa McKenna, Adult Services Coordinator
Traverse Area Library District
610 Woodmere Ave
Traverse City, MI 49686

Dear Ms. McKenna:

Thank you for your interest in reviewing a McNaughton Book Leasing Proposal for the Traverse Area Library District.

McNaughton popular subscription plans are tailored to meet the individual needs of your library. Each plan is designed with a specific number of allowances, which the library expends by ordering titles throughout the subscription year. The number of allowances required per book is based on the publisher's list price.

The Library's McNaughton subscription includes Free access to BIBZ, Brodart's on-line collection development and acquisition web-site, to manage the lease book orders. In addition to providing McNaughton accounts access to most extensive title details including, cover images, availability, print runs and popularity, BIBZ provides 24/7 access to the status of previous McNaughton orders, a summary of the library's current order including the number of allowances used and you can also verify your current allowance balance.

A McNaughton Subscription plan also offers the library an opportunity to lock in the service and pricing for a year. Pre-paying the annual invoice will guarantee funding, eliminate the need to pay invoices when shipments are received and provide the library with a pre-payment discount.

We appreciate the opportunity to present you with this material to introduce you to McNaughton Subscription Services.

After reviewing this proposal, please feel free to contact Kim Langenderfer, Library Services Consultant with any additional questions you may have and to schedule a BIBZ Demo.

Sincerely

Robert Donnelly

Rob Donnelly, Vice President
McNaughton Subscription Services



MCNAUGHTON ADULT LEASE

Proposal for the Traverse Area Library District

Overview

A true library services company, Brodart's primary focus is libraries. We do not supply materials to the retail market. We build partnerships with each library and gain a comprehensive understanding of their unique needs. We welcome the opportunity to work with the Traverse Area Library Library.

The library community has relied on McNaughton since 1950's for the most sought-after titles. Staying up-to-date with the hottest new releases and popular authors can be a complicated and time-consuming task. We do the work for you by identifying upcoming high-demand titles and providing multiple copies of each, to help you get them in the hands of your patrons.

Executive Summary

Each McNaughton Lease plan is credited with a specific number of allowances. These allowances are "spent" by ordering materials. The allowance amount required for a particular item is based on the publisher's list price (see below for details).

With McNaughton, libraries can establish rotating collections of popular and bestselling material. New items are selected monthly from our annotated lists. We can help you establish a popular reading program, enhance an existing collection, or reduce your reserve list with multiple copies of high demand titles. The McNaughton Lease program helps you fill holds, meet patron demand, and increase circulation.

The McNaughton Lease program allows the library to encumber funds annually. All costs associated with ordering, cataloging and processing, and shipping are included — along with return freight costs when the library no longer needs the additional leased copies.

The library's unused allowances are automatically rolled over to the library's next McNaughton Contract.

Selections

MONTHLY SELECTION LISTS

Brodart's McNaughton selection committee has earned the reputation of providing the very best pre-publication selections and title/author information. Annotations are verified each month with the publisher to provide you with the most accurate and complete information available. Each month our lists include bestselling adult authors and high-demand selections in a variety of popular genres including urban fiction and YA. The committee works to provide a balanced list that includes a mix of fiction genres and to identify debut authors who will become the standards of the future.

McNaughton's Adult List of June, 2021 publications, which was posted on BIBZ March 12, includes 207 annotated titles.

McNaughton selection lists can be reviewed and downloaded (in pdf or Excel format) through BIBZ..

Brodart's BIBZ free online ordering and collection development tool is designed for libraries to review, select and order lease books. BIBZ title detail cites print runs, tours, major motion picture tie-in, TV

tie-in, debut novel, and journal reviews. Bibz contains information on authors' previous works, which helps to predict popularity and patron demand when selecting prepublication titles.

Additional features:

Large Print - Large print selections ensure that your library has access each month to current and forthcoming large print editions of bestselling titles. Most recently McNaughton expanded large print selections to include more Thorndike and Center Point titles and our January Large Print Round Up list offers over 100 additional popular large print titles published in 2020.

Weekly New York Times (NYT) Best Sellers - Each week we post current NYT Best Seller lists, to help keep you apprised of popular titles.

First Edition Paperbacks

McNaughton does not supply paperback editions but since many popular titles, including Travel Guides and some large print titles, are published first in paperback rather than hardcover, McNaughton offers McNBound - a pre-bind first edition paperbacks into hardcovers so that subscribers can order these titles through the hardcover subscription plan.

Special Orders

McNaughton also provides the library the ability to order "qualified" titles that have not appeared previously on a McNaughton List. The Library may use BIBZ to identify hardback, trade discounted titles that are in stock or available to be back-ordered from the publisher. Using BIBZ the library can place orders and monitor the status of special-order titles.

Ordering Options

ONLINE

Review, select, and order McNaughton titles online at Bibz.com, our 100% free ordering portal.

Using Bibz, libraries can view the status of previous and current McNaughton orders, while monitoring the number of allowances used and current allowance balance.

PHONE

Orders can also be placed by calling: 800.474.9802, ext. 6777. Toll-free ordering gives you instant title confirmation.

Subscription Features

CATALOGING AND PROCESSING

You may choose to receive a full-level MARC record with item records and barcodes according to your needs. Brodart's commitment to book-in-hand cataloging results in full-level, accurate records. This means enhanced discoverability and better access for your patrons.

Our standard McNaughton processing includes a Mylar jacket and our distinctive McNaughton logo on a green insert. The insert can also include a preferred classification number including genre and cutter on the spine, library location info, barcode and the ISBN.

Optional processing services include special "Hot Off the Press" or "My Lucky Day" inserts and the application of a library or Brodart supplied RFID tag.

ALLOWANCES

The library's McNaughton Proposal outlines pricing for a \$29 allowance.

One allowance is required for each title retailing up to \$29. Additional allowances will be deducted for higher priced books. For example, two allowances will be deducted for books with a publisher list price of \$29.01-\$39.00. Each additional \$10 increment is equivalent to one additional allowance.

LOST OR STOLEN ITEMS

You are able to claim as lost or stolen up to 10% of what gets shipped to you a year and the quantity will be reduced from your total inventory. This reduction will show on your monthly report.

DAMAGED OR DEFECTIVE ITEMS

No-charge replacements will be provided for damaged items up to six months after receipt, and publisher defects will be replaced with no time limitations.

INVENTORY

The library is permitted to retain leased items for as long as desired. However, as a guide for optimum inventory levels, we recommend retaining no more than twice the number of materials covered in your annual lease plan at any given time.

You may wish to purchase items that continue to circulate. Items can be purchased for as little as \$1.50 each, based on the quantity purchased.

RETENTION

Keep 30% of the titles that get shipped to you within a subscription year at no extra charge. This arrangement is made on an on-going basis and is reflected on your monthly management reports. Our retention policy is based on titles shipped rather than titles returned, so your library is guaranteed 30% retention each year.

SHIPPING

All in-stock titles are shipped within 48 hours. Our standard practice is to use best means freight, which analyzes each package for the most efficient way to send the individual shipment. Shipments may be delivered via USPS using bound/printed matter rate, UPS, or FED EX Ground.

All shipping costs to and from your library are included in the subscription price. We provide prepaid labels for the return of leased materials.

If your library is part of a consortium or system, or if you have a single plan large enough to accumulate a shipment of 200 items or more, you may prefer the convenience of returns via motor freight, which can be arranged by your Brodart Customer Care Associate.

Management Reports

MONTHLY ALLOWANCE AND INVENTORY REPORT

Our monthly McNaughton report outlines current activity on your subscription within the previous reporting period.

Take the Next Step

We appreciate the opportunity to introduce you to McNaughton Lease program. If after reading this proposal and reviewing the attached pricing you would like to begin a relationship with us, please complete and submit the attached Proposal Acceptance form.



MCNAUGHTON ADULT LEASE
*Pricing Proposal for the
Traverse Area Library District*

Allowance Value - \$29

Allowances per month	200	300
Price per allowance	\$17.80	\$17.80
Total Annual Allowances	2400	3600
Sub-total	\$42,720.00	\$64,080.00
Shipping cost	\$0.00	\$0.00
Less 5% discount for first year customer	\$2,136.00	\$3,204.00
Total cost	\$40,584.00	\$60,876.00
Less 2% annual prepayment discount	\$811.68	\$1,217.52
First year subscription grand total	\$39,772.32	\$59,658.48

Notes

The annual cost includes standard McNaughton cataloging and processing options, as described in the proposal. The above figures do not include applicable taxes.

Items offered in this proposal are available to your library at the prices quoted, up to the date shown on the Proposal Acceptance page.



PROPOSAL ACCEPTANCE
Traverse Area Library District

____200 Allowances/month ____300 Allowances/month

Traverse Area Library District
610 Woodmere Ave
Traverse City, MI 49686

Printed Name

Signature

Title

Phone

Date

Return the completed form to the following address or fax to 800.999.6799:

McNaughton Book Service
P.O. Box 3006
Williamsport, PA 17701

To ensure that the pricing specified herein pricing remains in effect, please complete and return this Proposal Acceptance no later than June 30, 2021

3.21 Fines and Lending Periods

Format	Loan Period	Item Limits	Renewals	Holds	Daily Fines	Maximum Fines & Charges Per Item
Regular Collection (includes everything not listed below)	4 weeks		Up to 4	Y	0.00	Replacement Value
Special Materials:						
Entertainment DVDs	1 week		Up to 4	Y	0.00	Replacement Value
TV Series more than 5 hours run time	2 weeks		Up to 4	Y	0.00	Replacement Value
TV Series less than 5 hours run time	1 week		Up to 4	Y	0.00	Replacement Value
Current Year Magazines	2 weeks		No	Y	\$0.25	\$10.00
"Hot Books"	2 weeks		No		\$1.00	\$10.00
"Hot DVDs"	4 days	7	No	Y	\$1.00	\$10.00
"Hot CDs" / Video Games	1 week	7	No	Y	\$1.00	\$10.00
Puppets	4 weeks		No		\$0.00	Replacement Value
Storytime Kits & STEM Kits	2 weeks	2	No	Y	\$0.00	Replacement Value
Book Club Kits	6 weeks		No	Y	\$1.00	\$10.00
Lending Equipment/Library of Things	1 week	4	Up to 4	Y	\$5.00	Replacement Value
Presentation Equipment - Reservation only	1 day	3	No		\$10.00	Replacement Value
Board Games	2 weeks		Up to 4	Y	\$0.00	Replacement Value
Cloth Borrower Bags	4 weeks		Up to 4	N	\$0.00	Replacement Value
MEL & Interlibrary Loan Materials:						
All materials	4 weeks		Up to 4		Per lending institution	Replacement Value

*Regular Collection, Juvenile and Young Adult Materials no overdue fines. Charges for lost or damaged items, returned check fees, or collection agency fees are the responsibility of the library cardholder.

- Limit of 40 total items on account at any time.
- Items will be automatically renewed up to 4 times unless item is on hold.
- Renewals not allowed if on hold for other patrons. Fines remain if renewal is late.
- Holiday materials are placed in "Hot" status during season.
- Maximum fine shall not exceed cost of item.
- Loans, fines and limits are uniform throughout TADL.
- Lending equipment/Library of Things includes but is not limited to: Telescope, AV Equipment, Musical Equipment, Science Equipment, Wi-Fi Hotspots, Household items, etc.

Revised 10-18-2012; Revised 3-21-2013; Revised 2-19-2015; Revised 2-16-2017; Revised 9-21-2017;

Revised 8-15-2019; Revised 12-19-2019; Revised 2-20-2020; Revised 6/17/2021

Adopted: Y N


M Pakieser, Board Secretary

Motion by: Wescott

Support by: Pakieser

Date: 6/17/21

3.21 Fines and Lending Periods

<u>Format</u>	<u>Loan Period</u>	<u>Item Limits</u>	<u>Renewals</u>	<u>Holds</u>	<u>Daily Fines</u>	<u>Maximum Fines & Charges Per Item</u>
Regular Collection (includes everything not listed below)	4 weeks		Up to 4	Y	0.00	Replacement Value
Special Materials:						
Entertainment DVDs	1 week		Up to 4	Y	0.00	Replacement Value
TV Series more than 5 hours run time	2 weeks		Up to 4	Y	0.00	Replacement Value
TV Series less than 5 hours run time	1 week		Up to 4	Y	0.00	Replacement Value
Current Year Magazines	2 weeks		No	Y	\$0.25	\$10.00
"Hot Books"	2 weeks		No		\$1.00	\$10.00
"Hot DVDs"	4 days	7	No	Y	\$1.00	\$10.00
"Hot CDs" / Video Games	1 week	7	No	Y	\$1.00	\$10.00
Puppets	4 weeks		No		\$0.00	Replacement Value
Storytime Kits & STEM Kits	2 weeks	2	No	Y	\$0.00	Replacement Value
Book Club Kits	6 weeks		No	Y	\$1.00	\$10.00
Lending Equipment/ Library of Things	1 week	4	Up to 4	Y	\$5.00	Replacement Value
Presentation Equipment - Reservation only	1 day	3	No		\$10.00	Replacement Value
Board Games	2 weeks		Up to 4	Y	\$0.00	Replacement Value
Cloth Borrower Bags	4 weeks		Up to 4	N	\$0.00	Replacement Value
MEL & Interlibrary Loan Materials:						
All materials	4 weeks		Up to 4		Per lending institution	Replacement Value

*Regular Collection, Juvenile and Young Adult Materials no overdue fines. Charges for lost or damaged items, returned check fees, or collection agency fees are the responsibility of the library cardholder.

- Limit of 40 total items on account at any time.
- **Items will be automatically renewed** up to 4 times unless item is on hold.
- Renewals not allowed if on hold for other patrons. Fines remain if renewal is late.
- Holiday materials are placed in "Hot" status during season.
- Maximum fine shall not exceed cost of item.
- Loans, fines and limits are uniform throughout TADL.
- Lending equipment/**Library of Things** includes but is not limited to: Telescope, AV Equipment, Musical Equipment, Science Equipment, Wi-Fi Hotspots, Household items, etc.

Revised 10-18-2012; Revised 3-21-2013; Revised 2-19-2015; Revised 2-16-2017; Revised 9-21-2017;

Revised 8-15-2019; Revised 12-19-2019; Revised 2-20-2020; *Revised 6/17/2021*

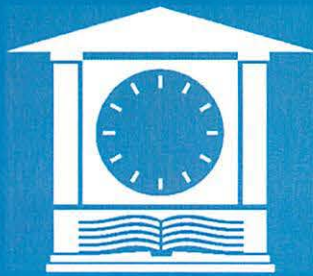
Adopted: Y N

Motion by: _____

M Pakieser, Board Secretary

Support by: _____

Date: _____



TRAVERSE AREA
DISTRICT
LIBRARY

Strategic Plan

2021-2024

Traverse Area District Library Strategic Plan 2021-2024

Adopted by the
Traverse Area District Library
Board of Trustees
on June 17, 2021

Strategic Plan Facilitators:
Midwest Collaborative for Library Services
Lissa Krull
Jan Davidson

This document will be available online at the Library's website:
www.tadl.org

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Acknowledgments

The development of the strategic plan took many hours and the dedicated effort of many people. We would like to extend our sincere thanks to all those who helped make this plan a reality.

- The Library staff for their contributions to the process, and who will ultimately make this plan succeed.
- The members of the Library Board of Trustees for their participation and support of the process.
- The members of the Strategic Planning Committee for their time and expertise in interviewing community leaders and participating in several time-consuming planning meetings.
- The community leaders who agreed to be interviewed for this process and the community members that took the time to complete our community survey and shared their aspirations for the community.

Together we are creating a library we all love!

Michele

Michele P. Howard
Library Director

Library Board of Trustees

Joseph Jones, President
Susan Odgers, Vice President
Marylee Pakieser, Secretary
Carol Sullivan, Treasurer
Micheal Vickery, Trustee
Jeffrey Wescott, Trustee
Mary Budzinski, Trustee

Strategic Planning Committee

TADL Board of Trustees

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Vicki Carpenter, Administrative Assistant
Anita Chouinard, Circulation Coordinator
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Julie Kintner, Fife Lake Public Library
Rosie May, East Bay Branch Manager
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Scott Morey, Assistant Director for Technology
Aaron Olson, AV Dept and Meeting Room Coordinator
Polly O'Shea, Talking Book Library Librarian
Deb Radjenovich, Business Manager
Andy Schuck, Youth Services Coordinator
Vicki Shurly, Peninsula Community Library Director
Linda Smith, Teen Services Coordinator
Jennifer Thomet, Interlochen Public Library Director

Traverse Area District Library - Strategic Plan 2021-2024

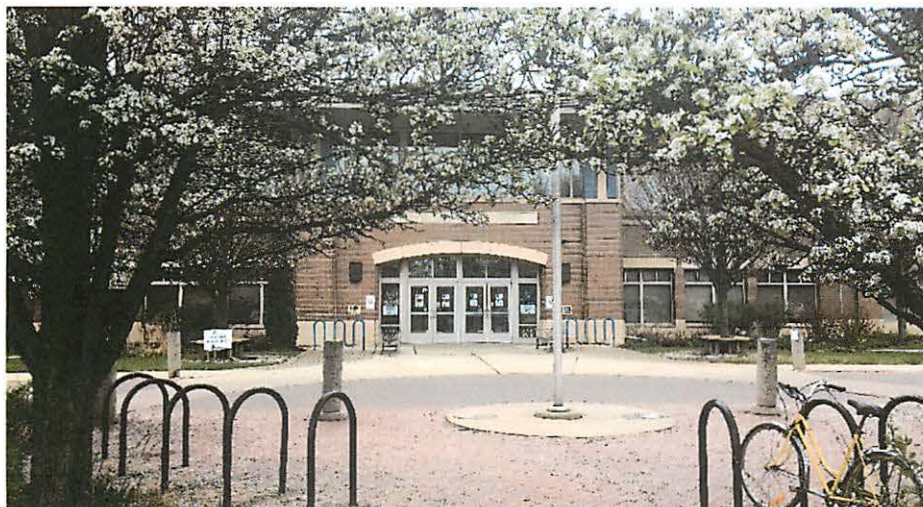
Community Leaders Interviewed

Community leaders interviewed consisted of residents with a range of ages, experiences, and educational backgrounds.

Interviewees represented a wide range of community facets including: education; working professionals; community activists; small and large business owners; elected and governmental positions; non-profits; public boards; clergy; Veterans; parents; youth/students; retired residents; young professionals; arts and cultural groups; LBGTQ+; minority groups; public safety; etc.

Some of the entities and roles represented included: Newton's Road, Poverty Reduction initiative; STEM education; TCAPS STEP program; township clerks and supervisors; Grand Traverse Band of Ottawa and Chippewa Indians; Traverse Symphony Orchestra; Interlochen Center for the Arts; schools; school librarians; teachers and principals; social workers, psychologists, and speech pathologists; Twilight Rotary Born To Read; realtors; Friends of TADL; local radio stations; Disability Network; TC Mayor; Traverse Area Historical Society; Human Rights Commission; League of Women Voters; SEEDS; attorneys; NORTE; former employees; library patrons; TART Trail; former homeless individual; newspaper editors and writers; Asian and Hispanic demographics; State of Michigan Corrections; wellness and healing centers; Great Start Collaborative; TC Chief of Police; English as a Second Language (ESL); Lions Club; and more.

The youngest interviewee was age five. A few of the younger interviewees answered the interview questions by drawing what they would like their town to be like. Their important ideas ranged from more family play structures to *a town that includes books!* Adults, coincidentally, expressed parallel desires in the form of educational, enrichment, and entertainment opportunities as well as their love of TADL – complete with its much-appreciated books, programs, and people!



Executive Summary

In order to guide this effort, the Board elected to work with consultants at the Midwest Collaborative for Library Services of Lansing, MI to facilitate a strategic planning process that would help to align library services with the aspirations and needs of the community. Based on the work of the Harwood Institute for Public Innovation, community members were asked “What kind of community do you want?” and “How can the library help?”

The Strategic Planning Committee recommended that the Library Board adopt four key focus areas for the period 2021-2024. The focus areas are:

INCLUSIVE SPACE

Enhance gathering spaces where people can be themselves, encounter one another, and have more access to diverse materials, programs, and services.

PURPOSEFUL PARTNERSHIPS

Enrich existing, and seek-out new relationships, that enhance and impact our quality of life.

INNOVATIVE ENGAGEMENT

Excite and energize the community by expanding the idea of what a library can be and provide.

TARGETED OUTREACH

Deepen our connection to our community by seeking out new relationships and be a conduit to resources and services.

Overview of the Planning Process

1. The Library Board approved working with consultants from the Midwest Collaborative for Library Services (MCLS) to facilitate the creation of a new strategic plan that would be based on community needs. MCLS, based in Lansing, MI, is a non-profit, member-driven organization whose mission is to facilitate sharing resources and to collaborate with other organizations to benefit Michigan and Indiana libraries. MCLS uses a planning process based on the Harwood Institute for Public Innovation's "Turning Outward" approach. "Turning Outward" is a process that entails taking steps to better understand communities; changing processes and thinking to make conversations more community-focused; being proactive to community issues; and putting community aspirations first.
2. An eighteen-person Strategic Planning Committee was assembled, which included representatives from the Library Board and the Library Staff.
3. At an initial virtual meeting with the consultants, the Strategic Planning Committee brainstormed a list of community leaders to interview, as well as a strategy to invite community members to participate in Community Conversations. The participants needed to represent as many groups and stakeholders in the Traverse Area District Library service area as possible.
4. Strategic Planning Committee members were each assigned community leaders to interview. The interview was based on the Harwood Institute's "Ask" exercise, which entailed asking five simple questions to get a sense of people's aspirations for the community, and how the library might help the community to achieve those aspirations. 71 community leaders participated in the interviews.
5. MCLS consultants created a public survey that was offered through the TADL and member library websites and asked the same questions as the community leader interviews. 386 people participated in the online survey.
6. MCLS consultants compiled the information from the community leader interviews and the community survey to identify themes. This information was used to create a "Community Narrative" to summarize the public knowledge that was gathered.
7. In addition to the "public knowledge", MCLS consultants created a benchmarking report. Consultants benchmarked data points from the Traverse Area District Library against 10 national and 2 Michigan libraries of similar size, and with similar annual expenditures to understand how the Traverse Area District Library stands in relation to its peers.

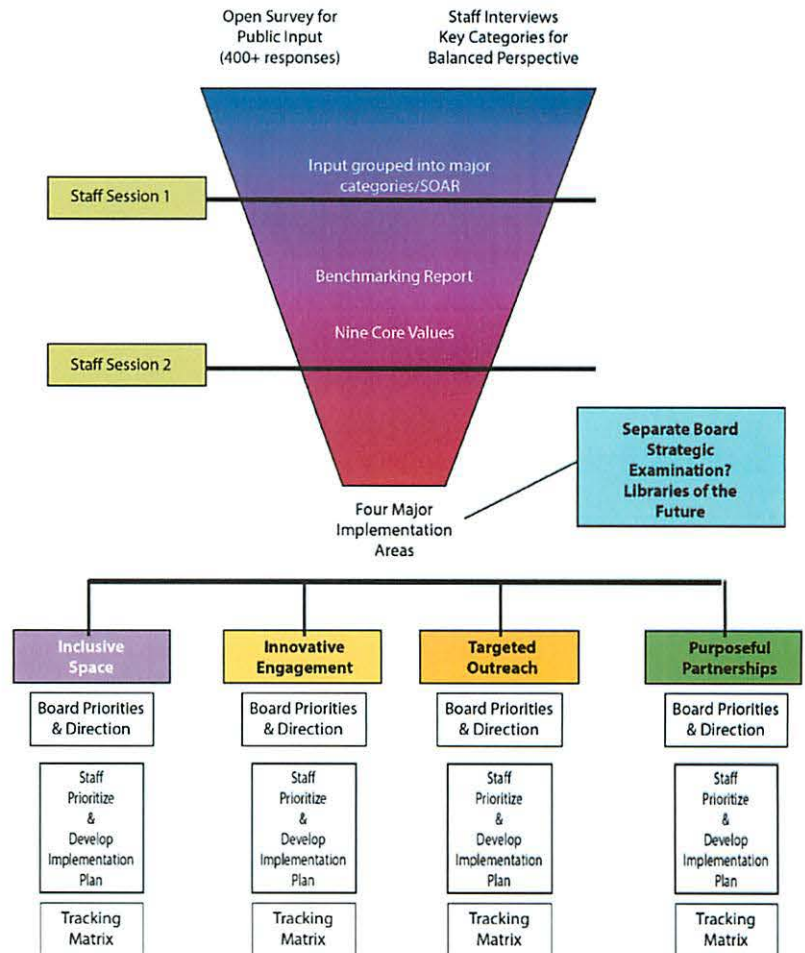
8. The Strategic Planning Committee met via Zoom on March 24, 2021 to participated in a SOAR analysis of the library, identifying strengths, opportunities, aspirations, and results. The strengths became the basis for the library’s core values. The aspirations became the basis of the library’s vision statement, and opportunities resulted in the identification of four key focus areas.

9. In April, the staff were invited to participate in a survey to share possible activities and ideas that excite them for each of the newly drafted key focus areas.

10. On April 14, 2021 MCLS consultants met via Zoom to work with key library staff on the creation of a tactical plan to address the key focus areas that were identified by the strategic planning committee. The group answered the questions for each priority: “How will the patron benefit?”; “How will the community benefit?”; “What activities might occur?” “What will success look like?”; “What organizational issues will need to be addressed including facilities, technology, policies, staffing, etc.?” This work created the basis for the development of goals, objectives, and activities that make up the three-year strategic plan.

11. Work continued through May 2021 with the creation of the draft strategic plan, including the refinement of goals, objectives, and activities. The library’s leadership team created an initial implementation plan that addressed each potential activity and assigned a target date for startup and/or completion, and which department(s) would be assigned responsibility. A measurement plan was created to track the progress of the goals identified in the strategic plan. Organizational competencies needed for each strategy were created by early June, with the knowledge that assignments and work related to each new initiative will reveal a plan that is flexible and evolving, in order to adapt to changes that may be needed along the way.

Overall Look at the Strategic Planning Process



TRAVERSE AREA DISTRICT LIBRARY

MISSION

To provide dynamic resources and innovative services that stimulate intellectual curiosity, facilitate lifelong learning, promote literacy, and nurture personal enrichment.

VISION

We are a forward-thinking and responsive hub that connects, supports, and strengthens our community.

CORE VALUES

Diversity · Open Access · Flexibility · Innovation · Teamwork · Stewardship

Diversity

We strive to offer a wide variety of resources, programs, and services that meet the needs of all segments of our community.

Open Access

We desire to provide equitable access to all and provide a place where people feel welcome and respected.

Flexibility

We listen and adapt to the changing needs of our community and develop life-long resources and services that grow with our patrons.

Innovation

We are consistently evaluating, evolving and embracing growth.

Teamwork

We are a friendly, creative, and caring team that help each other, and our patrons, to improve and succeed.

Stewardship

We hold ourselves accountable for the effective use of our funding and take responsibility for the resources entrusted to our care.

KEY STRATEGIC PRIORITIES 2021-2024

INCLUSIVE SPACE

Enhance gathering spaces where people can be themselves, encounter one another, and have more access to diverse materials, programs, and service

PURPOSEFUL PARTNERSHIPS

Enrich existing, and seek-out new relationships, that enhance and impact our quality of life.

INNOVATIVE ENGAGEMENT

Excite and energize the community by expanding the idea of what a library can be and provide.

TARGETED OUTREACH

Deepen our connection to our community by seeking out new relationships and be a conduit to resources and services.

FOCUS AREAS, GOALS, OBJECTIVES, & POTENTIAL ACTIVITIES

Inclusive Space

Enhance gathering spaces where people can be themselves, connect with one another, and have more access to diverse materials, programs, and services.

GOAL 1 Create dynamic, varied, and comfortable open-ended spaces that allow for individual and group experiences.

OBJECTIVES

- Library users will report being satisfied with the accessibility of library spaces.
- Library users will report feeling comfortable visiting the library.
- The public will be reserving the use of library spaces more often.
- There will be an increase in the number of people visiting the library.

POTENTIAL ACTIVITIES

- Audit indoor space layouts and accessibility.
- Continually seek input from diverse community groups about what they want or need from the library to feel welcome.
- Create a welcoming entrance that reflects our diverse community.
- Design and construct dedicated outdoor spaces for programming, gathering and seating.
- Design/redesign more open ended and diverse meeting spaces.
- Designate 1st floor bathroom gender neutral, family, nursing and/or handicap accessible.
- Enhance department entrances.
- Install community art displays.
- Purchase flexible and accessible furniture.
- Improve internal wayfinding.
- Investigate placing a visible sign out front of all locations with event marketing capabilities and dual signs at each drive entrance.
- Update the website design and accessibility.

GOAL 2 Empower people of all ages and abilities to take more investment/stake/interest in the library by enriching their experiences in the physical and virtual space.

OBJECTIVES

- Diversity among staff and volunteers will increase.
- Library programs and collections dealing with equity, diversity and inclusion topics will increase.

Please see the following page.

GOAL 2 Empower people of all ages and abilities to take more investment/stake/interest in the library by enriching their experiences in the physical and virtual space.

OBJECTIVES, continued

- Library users facing challenges will report that the library has helped them to move forward.
- Library users report that the library connects them to needed resources.
- Library users will report feeling represented (seeing themselves) in the library and in the collection.
- Library users will report that they feel less isolated and feel less alone in the community after attending programs and conversations at the library.
- Staff will report increased comfort working with different kinds of people.
- There will be an increase in circulation.
- There will be an increase in program attendance.

POTENTIAL ACTIVITIES

- Conduct a diversity audit for collections, programming and staffing.
- Update collection development policy to include inclusive collecting.
- Create inclusive web space and racial and social equity pages.
- Create more inclusive community group displays.
- Explore creating quiet hours for people who are neurodiverse or have sensory needs.
- Explore increasing outside hires using diverse hiring practices.
- Explore offering after-hours library access and programming.
- Hire a consultant to design and update technology to assist with disabilities.
- Make training and educating staff a priority including cultural and inclusivity competencies.
- Replace display cases with touch panel digital signage.
- Review policies for inclusivity and equity.
- Update the website design and accessibility.

PURPOSEFUL PARTNERSHIPS

Enrich existing, and seek-out new relationships, that enhance and impact our quality of life.

GOAL 1 Retain and strengthen collaborations with other organizations to help reach a cross-segment of the community.

OBJECTIVES

- An increase of partnerships will expand the community profile.
- Community partners report we are willing and active partners.
- Community partners will increase sharing and liking TADL content on social media.
- More community organizations will seek us out to partner with them to further the library's mission.
- Partners will promote TADL programs, services and resources.
- The number, longevity and depth of partnerships will increase.

POTENTIAL ACTIVITIES

- Connect patrons to community organizations that can provide them with needed services and assistance.
- Create a partnership coordinator/outreach staff position.
- Create and maintain a partnership database with linked data including internal and external contact information.
- Develop cross marketing opportunities with partners and potential partners including those with established mobile outreach units.
- Host a nonprofit organization fair to help bring people to the organizations and connect them with each other.
- Improve tribal outreach.
- Identify potential new partners.
- Provide services to schools in our area like peer-to-peer with librarians, literacy staff as well as technology, and library cards.
- Create an environment that raises the status of the library the extent that other nonprofit orgs think of the library first as a partner to help reach a cross-segment of the community.
- Retain and strengthen local history partnerships.

INNOVATIVE ENGAGEMENT

Excite and energize the community by expanding the idea of what a library can be and provide.

GOAL 1 **Excite and energize the community by expanding the idea of what a library can be.**

OBJECTIVES

- Library users will report learning a new skill or enhancing their existing skill set.
- Library users will report that the library has offered them a new or unique experience.
- Library users will report that they see the library as the primary cultural and civic hub in the community.
- Library users will report they are excited about the items in the Library of Things collection.
- Library users will report they are excited to come to the library.
- Library users will report they have deepening relationships with others in the community by connecting and learning at the library.
- The number of first-time program attendees will increase.
- The number of returning program attendees will increase.
- There will be an increase in the variety of staff created programs.

POTENTIAL ACTIVITIES

- Continue to build digital online resources and programming.
- Create DIY and artistic programming.
- Create intentionally accessible resources, services, and programs.
- Create multigenerational programs.
- Develop a culture among the staff of innovation, try new things and take risks.
- Develop a skills-sharing series.
- Enhance personalized library services.
- Expand drop in and open-ended programming.
- Expand our Library of Things collection and programs using the Things.
- Explore ways to create programs that harness staff expertise.
- Highlight our diverse community with cultural programs that have global access and are locally sourced.
- Host listening and watch parties featuring music, audio books, or movies.
- Host open mic night and outdoor music events.
- Host programs where “patrons are the program” (cooking contests, chili cook-off, etc.)
- Invest in innovative, sharable technology that can expand virtual reality and gaming programming and more.
- Investigate resources that increase literacy skills for kids and adults.
- Look for local experts to create and host their own programs.
- Install a new, updated physical and virtual suggestion boxes.

Please see the following page.

GOAL 2 Provide interactive experiences between library staff and the community by meeting people outside of the library.

OBJECTIVES

- Library users will say that the bookmobile makes library access more convenient.
- Library users will say they encountered the library in a place they did not expect to.
- Staff will feel less stress and more support with an outreach coordinator in place.
- The number of outreach programs will increase.
- The attendance at outreach programs will increase.
- Staff will feel more comfortable reaching out to and planning programs with diverse populations in mind.
- Staff will report feeling adequately trained to support patron led programs.
- The number of community engagement programs and conversations will increase.

POTENTIAL ACTIVITIES

- Continue to build on already existing programs.
- Create an outreach coordinator staff position.
- Create hybrid programming outside the library's walls.
- Create popup and offsite programming in unexpected places.
- Establish a bookmobile service.
- Expand school outreach opportunities and teacher bonds.
- Improve/create services and resources for the homebound.
- Investigate implementing a book bike and/or motorized E-bike service.
- Provide library programming and set up booths at local festivals.
- Reach out to vulnerable populations like migrants, shelters and the homeless.

TARGETED OUTREACH

Deepen our connection to our community by seeking out new relationships and be a conduit to resources and services.

GOAL 1 **Retain and strengthen the relationship between the community and the library using fresh and innovative approaches to specific groups that do not use or partner with the library.**

OBJECTIVES

- Feedback from surveys, social media, focus groups and suggestion box comments related to library experiences & programs will become more positive.
- Library users will report being listened to.
- Library users report they have a better understanding of what the library has to offer.
- Media opportunities featuring TADL staff and services will increase.
- TADL representation in the community will increase.
- New user groups will use and value the library.

POTENTIAL ACTIVITIES

- Continually seek input from diverse community groups about what they want, what they need from the library, and why they don't use us.
- Continue to make coming events, news, service district map updates a priority to attract new users.
- Create an Outreach position that also focuses on volunteers.
- Create informational and promotional library materials using various language and non-language versions.
- Create purposeful connections with local media personalities.
- Create traveling displays and booth space.
- Develop a fluid and dynamic online experience with intuitive links that attracts many users.
- Host radio, tv, and podcast segments.
- Investigate and expand the community's access to the library's informational and promotional materials.

Appendix A: Community Report

Summary of Interviews and Public Survey

The Traverse Area District Library embarked on a new strategic planning process in January 2021, which included engaging members of the community. This report summarizes the engagement process and resulting themes that were identified. “Community” has been defined as the library service area of the Traverse Area District Library. The library system is unique in its model, and includes a main branch in Traverse City, two branches - East Bay and Kingsley, and three member libraries - Fife Lake Public Library, Interlochen Public Library, and Peninsula Community Library.

Traverse Area District Library, known from here as TADL or the Library, used a combination of one-on-one interviews with a wide variety of community leaders and a public, online survey open to all residents or workers in the service area. The interviews and survey were based on The Harwood Institute’s model of community engagement, which seeks to “Turn Outward” to the community to determine their aspirations, and in turn, prioritize services that are in alignment with the true needs of the community.

The members of the Library’s strategic planning committee conducted one-on-one interviews with various community leaders, asking about their aspirations for the community, the concerns they have and challenges facing the community, their thoughts about what it might take to reach those aspirations, and identifying areas where the Library might help. Seventy-one community leaders were interviewed. The public survey was offered through the websites of TADL and the member libraries and asked the same questions. Three-hundred-eighty-six people participated in the online survey.



The members of the Library’s strategic planning committee conducted one-on-one interviews with various community leaders, asking about their aspirations for the community, the concerns they have and challenges facing the community, their thoughts about what it might take to reach those aspirations, and identifying areas where the Library might help.

The notes from the interviews and survey have been summarized in a blended community narrative and public knowledge summary. The most-shared community aspirations have also been organized in a word cloud illustration for visual reference. Additionally, information on how the interviewees and survey participants believe the Library can help the community to reach its aspirations are organized, themed, and aligned with specific aspirations or concerns that they might address.

Community Narrative

Community members openly shared their aspirations and concerns. The following is a narrative of the information, summarized in a blended form of The Harwood Institute models of the “Community Narrative” and “Public Knowledge Summary”. The themes are listed in the order most mentioned.

It is important to recognize that this Community Narrative was written in a specific and intense context. Locally and nationally, there is incredible political polarization and division. These interviews and surveys were completed on the heels of both an extremely divisive presidential election and inauguration and a local political situation that gained national attention. There are clearly frustrated people across the community and across the political spectrum. At the same time, we are almost a year into a global pandemic which has caused disconnection, isolation, and fear for most. These factors came through loud and clear in the interviews and survey responses and are important to consider when using the narrative and public knowledge summary to guide long-term planning.

Traverse Area District Library Community Narrative/Public Knowledge Summary

The Traverse Area District Library community, including residents of their member library communities, collectively aspires to be a community that is, above all else, welcoming, friendly, kind, and respectful. They aspire to be diverse in all ways – racially, economically, sexual orientation, age, gender, education level, skill sets, and more. They want a community that offers many and varied opportunities. These opportunities include convenient recreation, entertainment, shopping, and restaurants, but also opportunities for jobs, professional growth, and enrichment for all ages. They want a community that values the arts and provides cultural programs. They desire to live in an inclusive community, where truly all are welcome and can feel at home. They recognize the importance of connection, and desire to be united in shared experiences, goals, and vision. They aspire to be a community where people take care of each other and where the needs of all are met. This aspiration is most often mentioned in regard to affordable housing but reaches beyond into making sure that those in need of any services can access them. They want to be a community that builds each other up, seeks the common good, and brings out the best in all; a community that looks out for its most vulnerable.

At the same time, many feel a keen sense of individual freedoms and responsibility and desire a community where those freedoms are respected. They value education and want to live in a community that offers quality schools, varied educational opportunities, and lifelong learning. They hope to have a community that is safe, with low levels of crime, and family-friendly. While their political leanings vary

Traverse Area District Library - Strategic Plan 2021-2024



The Traverse Area District Library community, including residents of their member library communities, collectively aspires to be a community that is, above all else, welcoming, friendly, kind, and respectful.

Community Narrative

widely, they are agreed that they want a community where people are politically active, involved, and engaged. Many want opportunities for safe, civil discourse involving critically-thinking participants who are open to hearing and understanding other points of view. They desire a community that is naturally beautiful and environmentally sustainable for the long term. They want to be led by appointed, elected, and unofficial leaders who are honest, ethical, responsible, and forward-thinking, and who communicate with the public.

In addition to the aspirations above, many who identified themselves as users of the Kingsley branch, Interlochen Public Library, and Peninsula Community Library aspire to live in a peaceful, rural community, although they still aspire to have access to convenient recreation, stores, and amenities.

Community Narrative - Diversity &

Inclusion

The desire to live in a community that values diversity and inclusion appeared in the largest number of interviews and survey responses, far and above all other answers, and across all physical parts of the service area. Diversity was used in a very broad way, encompassing racial, ethnic, culture, socio-economic, gender, sexual orientation, identity, education level, age, background, and point-of-view. It is a shared aspiration across the TADL service area to be a community where truly ALL are welcome, and where people can learn from each other. There is a desire to be sure that children are exposed to others different than themselves in order to learn that the world is wider than their own.



The desire to live in a community that values diversity and inclusion appeared in the largest number of interviews and survey responses, far and above all other answers, and across all physical parts of the service area.

[Community Narrative](#)

Participants want a community where all have a voice, and where leadership is representative of the wide and diverse population. Some expressed that they wish it went beyond simply being diverse into celebrating differences as strength. They desire a community that is just and equitable, where all are heard, and all contribute; a community that acts upon inequity so that it becomes ever more inclusive. Some shared that they would aspire to be a community that is truly, and in all ways, integrated, where people who are different have shared experiences to build upon. Many want a community where people are open-minded and open to learning from each other and evolving.

As is often the case, the highest aspirations of this community are also one of the areas of greatest concern. There is a sense that the community is not diverse enough, that it is still too homogenous and insulated. Some feel that, while the community has become a bit more diverse in recent years, the attitude around that has not kept up and so people who are “outside the norms” of the community – whether that be financially, racially, in sexual-orientation, or otherwise – are not made to feel safe and welcome enough, which then slows the progress toward more diversity. Some even feel that the diversity is shrinking again, as people are no longer willing to be where they don’t feel welcome or wanted. Specifically, community members mentioned that they would like the community to be more welcoming to those of the LGBTQ+

community, and that they'd like to see more racial diversity and cultural representation. Several mentioned a large migrant worker population in the area, and that they feel this piece of the community, so important to the economic structure, is not respected and is underrepresented.

A few mentioned wanting to see local leadership be more representative of the actual community. Participants are concerned about an apparent assumption that everyone thinks alike, rather than an openness to become aware of and place value on different viewpoints. There was much mention of the area being more exclusionary than inclusive. Many expressed that they would personally like to see the diversity and inclusion grow but feel that the community as a whole is more and more unwilling to embrace this. Some feel that recent political extremism and polarization has contributed to a public perception of the Traverse Area as racist and unequitable, which hinders growth. Phrases such as, "us-vs.-them mentality," "zero-sum attitude," and "systemic division" were mentioned as concerns. There was also mention of youth leaving the community, and a feeling that this is sometimes because of the inability for young people to feel welcome and safe to be themselves.


Community Narrative – Opportunity

The second-most mentioned aspiration for Traverse Area residents was opportunities. Some expressed a hard-to-achieve desire for a community that is small, walkable/bikeable, and where everyone knows each other, while still having convenient access to all the advantages of a big city. This included everything from quality public transportation to social services to stores to a variety of restaurants and entertainment options. Many mentioned a desire for a busy, social, vibrant, and engaging city-center or downtown with lots of available options. Access to quality healthcare was mentioned repeatedly.

Respondents want to live in a creative community with cultural activities and a focus on the arts and music. Some expressed a desire for these events, activities, and opportunities to be available all year, rather than only in the summer for tourists. Many would like to be part of a growing community, although what was meant by "growth" widely varied (growth of industry or activities or people or jobs or green space or tourism or full-time residents.) A large number expressed the desire for outdoor activities and recreation opportunities.

The largest concerns addressing this theme of "opportunities" centered around maintaining the balance of growth in order to have variety and access with retaining the small-town feel, "small-town values," and quiet, peaceful, close-knit community they have cherished. There was a lot of recognition that they "want it all" and how difficult that balance is to achieve. Those served by the Kingsley branch, Interlochen Public Library, and Peninsula Community Library especially expressed the desire to stay rural and natural, but admitted that they, too, struggled with the balance of wanting amenities and opportunities close at hand. Many do feel that there are lots of opportunities in the area already, or at least that there will be once the pandemic restrictions are loosened. For many, there is a

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[Community Narrative](#)

sense that local leadership is too focused on growth and money over the charm and character of the community. Several mentioned concerns that young people are moving away due to a lack of jobs and things to do.

Community Narrative - Connection & Unity

Almost as strongly as the first two themes, connection and unity came through the interviews and surveys loud and clear. It makes sense that in this time of global pandemic, with businesses including the Library closed and people instructed to distance, people are feeling an acute desire for connection, and are concerned about the disconnected nature of their community. The answers people shared, though, about both aspirations of and concerns for their community, seemed to go beyond just this current time of separation. It is clear that the people of the Traverse Area desire a community that is focused on the common good and building community together.

People spoke both about being interconnected with and needing each other, as well as desiring a connection to the bigger world. They want to know their neighbors and live in a community where there is sharing, of ideas and resources. They spoke of being a cohesive community, where those living in, working in, and being served by the community have a united sense of values and purpose, and in which the local organizations form partnerships to support that purpose. A community that all are proud of, that has a sense of togetherness, positivity, and building each other up. A community that supports small, local businesses, which in turn then provide job and income opportunities for residents. They desire a community where decisions are made collectively, and where residents with the various points of view mentioned previously find common ground and learn to work together toward the greater good.



It is clear that the people of the Traverse Area desire a community that is focused on the common good and building community together.

[Community Narrative](#)


Connection and a sense of unity was the second-largest area of concern for both interviewees and survey participants, after taking care of each other (which is similar and has some overlap.) It is clear that the community is struggling with division and disconnection. Much of this has to do with the pandemic, and the isolation, loneliness, and disconnection many are experiencing this past year. However, it came through equally clearly that the political issues facing the country have deeply affected the Traverse Area. People spoke of concern over the accelerating divisions as people become more and more politically polarized. There were concerns over adversarial language and a growing tendency to react to each other with judgment, criticism, or even violence rather than empathy and effort to understand. They spoke of a desire to return to the civility, politeness, and respectfulness of the past, and are concerned that the community (and wider world) seem to be losing these attributes and ways of being.

Community members also spoke of an area that is geographically spread out and the difficulties this creates. In such a widespread community, it can be hard to find shared goals since the needs vary so much. In the more rural parts of the area, residents spoke of it being difficult to form community because of physical distance, especially for young people and seniors, even before the pandemic.

Community Narrative - Takes Care of Each Other

A natural next aspiration of a community that wants to connect and find strength in their diversity is to be a community that takes care of each other. Many directly used the words “cares about each other,” “cares for others,” and “takes care of its most vulnerable,” while others showed the same aspiration through desires for accessible public transit for those who can’t or don’t drive, accessible social services, and experiences and opportunities being available to all, regardless of socioeconomic status. They aspire to be a community where children are valued and taken care of in such a way that residents stay in the community their whole lives. They aspire to be a community where families are supported through quality, affordable childcare. A community that places an emphasis on including those who have been excluded and looks out for each other. A community where people know their neighbors and help each other. A community where everyone has enough, and inequities are justly addressed. A community that is food-secure, has jobs and affordable housing, and values outreach. They hope for a community where there are plenty of volunteer opportunities and engaged community members ready to fill them.

Participants spoke of an aging population and the changes that brings to the needs of a community; of a lack of affordable childcare that leaves families struggling; of “exploitative systems” and “entrenched barriers” leading to an ever-widening system of “haves and have-nots.” Mentioned were concerns about drugs, guns, homelessness, lack of internet access, quality public transit, and accessibility services for those with disabilities. Some feel there is a lack of awareness about mental health in the community. It was expressed that there are many organizations and social service agencies around, but some questioned whether they match the needs of the community. For example, one expressed concern over a lack of services for “those outside the cultural norms of the area.”



Taking care of each other was also, however, the most-discussed concern.
[Community Narrative](#)

They do feel like there are lots of individuals and organizations who want to address these problems but are concerned that organizations are too often siloed or territorial, causing duplication of services and leaving gaps of unmet needs. Some worry that individualistic attitudes, fear, and the polarized political situation, along with the pandemic, is only contributing to a deepening apathy and an unwillingness to speak up or act to fix long-standing systemic problems.

Community Narrative - Values Lifelong Education

Traverse Area is a community that values education and lifelong learning opportunities and aspires to be a community where these values are shared and prioritized. Many feel that the value is already there, but that perhaps there is room to improve when it comes backing that value up with adequate resources. Community members spoke of desires such as a community that promotes learning; that is literate, intelligent, and informed; that has quality and trustworthy schools; that offers and supports a variety of educational opportunities, including tracks other than college; where young people are given the tools they need to succeed.

They want a community that is curious and dives deeper into what they want to learn about. There were concerns mentioned about educational disparity and lack of access to education for those without wealth, and for those for whom a traditional educational track is not appropriate. A few spoke of inflexibility in curriculum in local schools, and politics affecting what children are taught. It was mentioned that there is a large migrant worker population in the area, and that the children of these workers are falling through the cracks.

Many expressed a desire to live in a community comprised of educated, thoughtful people who trust science and facts; people who are media-literate and can think critically and evaluate information. Some expressed concerns that this is getting less common, and that more is being based on emotions, extreme and inflexible positioning, and a “toxic technocratic media cycle.”

It was mentioned many times that a quality library is at the heart of their aspirational community, as it provides access to books, learning and enrichment programs, internet connectivity, and open, truthful, trustworthy information, accessible by all regardless of financial status. It was clear that this community values its library system, and interviewees and survey participants from the Main Library, both branches, and all three partner libraries had wonderful things to say about the good work the Traverse Area District Library is already doing. There is concern about access to all of these important services and information due to COVID-related closure and restrictions, but this is due to an uncontrollable global event rather than choices and strategies of the Library, and hopefully temporary. Participants look forward to full services and access being restored!

Community Narrative - Affordability

Throughout interviews and surveys, the words “affordable” and “affordable housing” came up many times as both aspirations and concerns. This community aspires to be one where people have access to quality, affordable housing, and many said that there is not enough available. They desire a community that is “economically stable,” “vibrant,” “successful,” and “thriving,” but vary in opinions about how to achieve that. Some feel there needs to be an increase in businesses coming to the area to boost the local economy and job availability, while others feel this will negatively affect other aspirations (like beauty, environmental concerns, and the small-town feel.) Some feel that to stay “thriving in a dynamically changing world,” the area will need to evolve and are concerned that the community is not open to that.

They aspire to retain residents over a lifetime, and to be a community where those lifelong residents can retire comfortably. Many spoke of fears of having to leave the community when they retire, as they will not be able to afford it. Others spoke of not being able to attract young families and young professionals because the area is too expensive. Concerns over “livable wages” were raised again and again.

There was again concern raised over pandemic-caused struggles for small businesses, and hopes that the community will find new and innovative ways to support their local business community, and thereby boost the local stability and the opportunities for stable jobs. There was some mention of empty buildings, but it was unclear if this is a long-term problem or due to the current crisis; either way, it may affect the community in long-term ways. Many feel the “wealth-gap” is growing and that economic disparity is

increasing and becoming more obvious. They hope the community will find opportunities for housing, services, activities, recreation, learning, and enrichment that are affordable enough to be available to all.

Community Narrative - Safety

People in the Traverse Area want to live in a community that both IS and FEELS safe. They desire a community that has a low crime rate, is drug-free, and where kids are able to have freedoms, “like in the past.” Some specifically want an area free of guns (more than one person said, “except for hunting,”) and referred to a recent, local County Commission meeting that became national news and stirred up fear. They spoke about physical safety concerns increasing instead of decreasing.

The safety concern most raised, though, was poor roads and sidewalks making it unsafe or difficult to get around. Many expressed the desire for a walkable and bikeable community, and pointed to issues with sidewalks, busy roads, and lack of traffic signals and crosswalks.

Even more than physical safety, this community spoke of aspiring to be one that is safe for every resident to be themselves and speak out against injustice, and many respondents feel the community has a long way to go to achieve this. They spoke of issues with bullying and intimidation between each other as well as between leadership and residents. They spoke of fear of each other and that even in a community that wants more diversity, people remain afraid of those different than themselves. They hope for a community where everyone is free to truly be themselves, and where it is safe to be “different.”

Community Narrative - Sustainable Beauty

Not surprising to anyone who has ever set foot in the Traverse Area, the community places a high value on the natural beauty they are graced with. They want to live surrounded by picturesque views and access to lakes, parks, trails, and outdoor recreation. Many spoke of the peacefulness the water brings. They recognize that their community already meets and exceeds these aspirations, although several mentioned that more trails would be great. The concerns raised here had mostly to do with the sustainability of this gift.

Many mentioned concerns over environmental-consciousness – or lack thereof – and whether the community was thinking long-term enough to keep the beauty for future generations. This caused some clashes between those who want to see the business community or convenient access to stores grow, and those who want to keep a low-skyline and more focus on the environment. Some expressed that they feel the community is “getting crowded” and that increased vehicular traffic is contributing to congestion, noise, and physical pollution. There was mention of desire for farmland preservation, continued ruralness in the outlying areas, and increased green space in all towns and corners of the district. Several mentioned valuing and working to maintain healthy air and water and raised concerns over pollution of both.

There are fears about abuse of natural resources and environmental destruction, and many feel the community has work to do regarding increased environmental consciousness and responsibility. The idea of being a “regenerative community” was promoted. Some would like to see greener and renewable energy given more attention. More than one person would like the community to focus more on sharing resources

instead of buying new.

Attractiveness, cleanliness, and beauty were mentioned over and over, although sometimes with the purpose of attracting new people, and other times with the purpose of the community being comfortable and enjoyed by those already living there. One thing that stood out about this community is the tension that being a desirable destination creates. As an area that heavily relies economically on tourism, includes a large percentage of second homes and vacation rentals, yet is also home to many full-time residents, there is a clear divide in focus, and a need to find a balance that serves all.

Many in this community wish the local government and infrastructure would be more focused on residents and want to live in a town that prioritizes those who contribute to the community year-round. Others recognize that much of the financial wellbeing of the community is created through visitors and partial-year residents, and want to be sure that adequate resources are put into supporting the tourism system, including taking care of the people who are employed by the industry. While many expressed aspirations and concerns that highlighted this divide, some pointed out that a balance needs to be achieved to ensure prosperity and sustainability for the area and to create a cohesive community with shared goals.

Community Narrative - Civil Discourse & an Involved Citizenry

Residents of this community expressed a desire for an increase in civil discourse and an involved citizenry, and a concern that these are decreasing in favor of apathy and an inability to disagree respectfully. They spoke of a hope for residents to be able and willing to engage in issues facing the community, nation, and world with facts and empathy, and a willingness to try to see someone else's point of view, while still standing strong for their own beliefs. Some expressed a frustration at feeling "censored," and others are worried that the area is being unfairly defined or represented to the wider world by one small, extreme position. Some expressed fears that misinformation is being spread and that people don't know who to trust or what to believe.

People mentioned, again in this category, a desire for more balance and a willingness to seek first to understand. They want a community where people are involved and participatory and feel this would lead to a more effective ability to solve problems facing the area. They hope people will be plugged into current events, locally and globally, yet that they will "stop blaming politics for everything." Again and again, residents voiced that there are not safe places, resources, or opportunities for open discourse. Many are concerned that those who are involved are so extreme and have their heels dug in on either side, and that those who feel more moderately have just disengaged.

Community Narrative - Responsible Leadership

Much of the community expressed aspirations regarding local leadership, including those who are appointed, elected, and unofficial leaders. Many adjectives were used to describe their desired leadership, including "respectful," "BIPOC and LGBTQIA+," "transparent," "forward-thinking," "diverse," "trustworthy," "progressive," "conservative," "honest," "just," "balanced," "positive," "quality," "unafraid," and "visible." They want leadership that strives to truly represent their constituents rather than their own interests or perspectives; leadership that is politically balanced and cares about the community. They want honest and

frequent communication from their leaders, and a focus on both the long- and short-term, the big picture and day-to-day, “the macro and micro.” They want to see strong accountability by (and expected of) their leaders.

This was an area of much concern, mostly regarding politics and elected/appointed, “official” leadership. Many referred to the recent County Commission meeting that gained national attention, one calling it a “shocking show of disrespect by our leadership.” When asked how the reality of the Traverse Area differs from their aspirations, people spoke of concerns over dishonest politicians and what they see as ineffective, unethical, irresponsible, unprofessional leadership. They spoke of a distrust by the public of their leaders, and shared concerns over appointed leadership not truly representing the interests of people in the community. They spoke of an “old boys club” and raised concerns over representation, meaning that the community is more diverse (racially, culturally, gender, sexual orientation) than the leadership. Some worry about short-term thinking or a lack of transparency. It was mentioned repeatedly that there are many “unofficial leaders” and influencers trying to solve problems, but that too often they are not as effective as they could be because of a general lack of trust, or because of duplication of services instead of partnerships.

Traverse Area District Library Community Aspirations



How can the Library help?

Interviewees and survey participants were asked how the Library can help achieve the identified community aspirations and address community concerns. The responses listed below were compiled and loosely themed, including some of the specific suggestions offered. Some suggestions could fall under more than one category. The suggestions are a combination of activities the Library already conducts (which the community wants to see continued or grown or may not be aware of) and ideas for new activities.

Keep the good work coming!

In both conversations and interviews, participants across the locations made it clear that they love and cherish Traverse Area District Library, and feel the Library is doing a great job. They had many, many quotes and examples of how and why they love what you're already doing and hope that you'll keep up the great work. One said, "I think our director and staff are doing an excellent job moving us forward." One interviewee shared a, "great admiration" for how the Library has contributed to the community in the past, and a hope that the Library can be central to bringing the community together. Another participant said, "Helping a community is the heart of a community, and the Library is the brain of that. Librarians are a helping profession."

Many acknowledged TADL as an invaluable, "hugely important resource to the Greater Traverse Area." Others spoke in general terms of what a library does for a community, including being for families, a free source of entertainment and opportunities, a connector, and a boost to the education level of residents. One person mentioned that TADL gives kids in the community the opportunity for freedom in a safe environment, and the opportunity to see a world wider than their own perspective. Another said, "The library is the center for public health and public learning; the library reinforces community." Several participants specifically recognized the Peninsula Community Library as a vital and well-respected "cornerstone" of the Old Mission community. One participant summed it up, saying, "(Traverse Area District Library) plays so much into our community already and the location is perfect with all that is happening on 8th Street."

Diversity, Inclusion, and Equal Access

The most-mentioned way the Library can help create participants' aspirational community is to support diversity and inclusion, including making sure there is equal access to needed services for all community members. This included ensuring diversity and representation in the collection, artwork, and displays. It was pointed out that ALL should see themselves represented in the books and other resources available through TADL. One participant said, "The Library has tremendous influence and responsibility in curating and featuring stories that our children are exposed to and which instruct and inspire them to interact with our community and the world." Another person said that, "The Library can give everyone a place to see and be seen."

People spoke about creating awareness of, and exposure to, people who are different than each other, whether culturally, racially, in sexual orientation, in abilities, or in backgrounds, for mutual learning

and increased understanding, respect, and kindness. They would like to see opportunities for fostering intergenerational dialogue, to increase acceptance and tolerance. Another person feels, "the Library can help highlight that there are queer people in this community. Even something like a basic panel discussion for things like fighting racism, and intro on how to be a community ally, or info on gender vs sexuality, these are the kind of talks the Library could foster." Community members would like to see disability-awareness trainings offered.

Other ideas offered included curated and vetting a list of quality resources for EDI education and personal enrichment, and offering education to the community on what the, "wide range of normal is." There was interest in language instruction and resources in order to get a better understanding of other cultures. There is interest in more community activities to bring people together and celebrate diversity and strength in differences. It was also suggested that TADL could support area schools in regard to Equity, Diversity, & Inclusivity education and history curriculum. A specific example was given to investigate whether the Michigan history taught is fully accurate and tells the whole story. The idea was also raised that the Library could adopt a theme around kindness, caring, or inclusion and then take that into schools with stories and themed activities.

When discussing ensuring equal access, a variety of areas were mentioned, including finding innovative ways to provide computer and internet access, social services (even having an in-house social worker at the Library), and more accessible online resources. It was mentioned more than once that signage in the community, including at the Library, is written for a highly-literate, English-speaking population, and suggestions were given to incorporate more symbol signage or increased translation services, and that perhaps the Library could partner with other community organizations to increase this across the whole community (public transit, stores, media, etc.)

There was a suggestion to host an English as a Second Language (ESL) program for immigrants, using TADL staff as coordinators and volunteer tutors. Ideas were given for getting resources out of the building and to those who need them, whether through book delivery to the homebound, mobile libraries to bring services and wifi to neighborhoods with access issues, or a warming tent outdoors during the pandemic. It was offered that the Library should consider really making an effort to invite and encourage those who may not have experienced the Library to come in: "For some in a low socioeconomic demographic, (or those in minority groups,) I think the Library represents fear and insecurity, perhaps even superiority, which simply is not the case."

Many mentioned the branches creating more opportunity to utilize the Library, and some would like to see even more branches or small locations, even more spread out through neighborhoods and rural areas. One idea was to provide wireless internet servers in remote parts of the county without access. Another was to be sure there is proper engagement and education of the older population on using TADL's online services. One interviewee pointed out that it is a "full-time job to be poor," and wondered if the Library could find ways to help with the fact that many needs like filing paperwork, meeting with the courts, etc. have to happen during business hours, when those in need are also expected to be working. Similarly, someone else mentioned that, "the more we shift to an online culture, the harder it is for the poor to communicate what they need." They wondered if more person-to-person, relationship-building services, rather than large, impersonal networks, would be a route to relieving some of this burden.

One participant did mention a personal experience with not feeling as welcomed and represented at TADL, as a person of color, as he would have liked. It was mentioned by several that TADL is already doing “a good job” of trying to include diverse voices and creating a community of inclusivity, but that there is always room for more growth in this area, and that perhaps promotion of the associated activities, events, and resources could be improved or increased. A suggestion was to look critically at the entrances of the Library buildings and think about “placemaking” in these spaces, considering whether they are welcoming to all, including new people to the community. It was also suggested to conduct some “inclusivity assessments,” starting from within – building accessibility, policies, staff, collections.

Community Connector through Partnerships

In both interviews and surveys, participants made it clear that they see an important role of the Traverse Area District Library, and libraries in general, as a connector for the community – of people to each other, of people to information, and of organizations. As one person put it, “The Library is a key influencer because it has enduring and meaningful partnerships with hundreds of organizations and thousands of individuals in our community.”

First, they talked about the Library connecting individuals and families to each other. The term “hub of the community” was used again and again. Holding events and activities that bring people together (once the pandemic has lessened, or virtually now) was suggested. One participant said, “A good thing I (have taken) from the pandemic is that technology can help us connect, and hear and see faces, voices, tones, it can be an amazing tool. It helps people find their people and connect. So I want the Library to figure out how we can develop some programming that they can use to grow year after year, and help us reach and find those partnership opportunities.” They like the idea that the Library creates opportunity for human interaction and exposure to others unlike themselves and would like to see more interest-based groups and meet-ups. Some mentioned wanting to use the Library as a place to relax, read the paper, and run into neighbors. An idea that was suggested was to look for opportunities to use existing programming time to connect people. For example, TADL could intentionally create an opportunity for parents to “talk and bond” and create their own subcommunity during Library Storytime, when their children are occupied.

It was stated that a library is a “clearinghouse of information,” and that it can be a central point of contact for community information for people to access. It was suggested that perhaps the Library create or grow a Community Liaison position, who would go to community groups such as the Grand Traverse Community Collaborative, the Northwest Food Coalition, or the Front Street Irregulars, and cull all information into a central resource. They would love to see the Library work with local organizations to create a new resource guide about the community as a whole, and asked that it be regularly updated and that there would be both print and online versions to access.

It was suggested that the Library could coordinate a volunteer group, or compile information on where and how to volunteer. There was interest in more job fairs and resources around job services the Library already offers. It was pointed out that by partnering with groups such as The Chamber or Networks Northwest, the Library could gain access to larger funding sources, but cautioned that it would be important to find ways to keep the content untethered and unbound to any agendas or biases of the organizations. Besides all of this, residents hope the Library will continue to be what they feel it always has been – a

container to hold truthful information, print and digital.

Many mentioned that if community organizations were more connected and less siloed, there would be less duplication of services, and more efficient service to the community, and that they feel the Library can be the central facilitator of that connection. They feel all the local non-profits need to be, “woven together into a network to make all systems more robust.” As one participant said, “we’re not in a huge city that needs repetition (in organizations.) There should be something unique in either your service or who you serve. We don’t have the funding available to be competitive with each other.”

Community members also said that the Library can be a link, an efficient way to connect people to organizations rather than one-on-one, slow, personal invitations. The Great Start Lending Library’s director was interviewed and was interested in a more collaborative relationship with TADL, sharing that they have significant budget for infant and toddler materials and would love to get those into the branches and partner libraries. The community members could envision the Library coordinating a fund to help school-aged children participate in extracurricular activities so that kids of all socioeconomic levels would be equal in opportunities, which would strengthen their ties as they grow into adults in the community.

The community feels the Library could help connect and unite community members around common goals. One interviewee summed it up: “The Library is the glue that holds the community together.”

Safe, Neutral Gathering Space

Community members from the Traverse Area see their Library as uniquely positioned as a safe, neutral gathering space. They feel that people trust the Library more than the government or other entities, and that it is seen as available to and belonging to all. Several different ways were suggested to capitalize on this position.

First, they would like to see the Library use its neutrality and perceived sense of trustworthiness and as being welcoming and accepting of all to be a place for “healthier community conversations, to help with disagreements.” They feel TADL can take on more of a “Neutral Convener” role in creating space for open dialogue and the chance to take on hard topics. Since it’s already the center of the community, without religious or political agendas, and already fighting censorship and defending freedom of information based in facts, many feel it is in a prime spot to address important issues head on. One person mentioned that, “It is so important to have that neutral ground available for some of these talks, on topics like diversity and inclusivity.”

They would like to see the Library become an even more safe place to learn, listen, and become aware of the issues facing the community and varying points of view. They suggest that the Library take an intentional and active role in convening these events and discussions. As one person put it, “I’d like to see the Library host discussions about the future of the area away from Township buildings, where the community can speak together as concerned neighbors, not as board members versus ‘the public.’” Participants could imagine the Library not just providing space but helping teach people how to have civil discourse, how to be allies to those on the margins, and how to come together to learn even when they are afraid to say or do the wrong thing. It was suggested that the Library could support healing in a divided community through

lectures, events, or workshops on how to talk to each other.

Secondly, they feel TADL could go even further in this role, and could actively bring residents together to work toward shared community plans and goals and infrastructure improvements. They would like to see open discussion groups to support problem-solving from within the community and feel the Library could become the “neutral expert facilitators” for community engagement. They can see the Library being a place to host dialogue highlighting prior challenges and how the community came together to address issues, in order to facilitate discussion and generate ideas about addressing current issues. Hosting classes on how to create community leadership in neighborhoods was one specific suggestion. It was mentioned that the community got a good start with the Grand Traverse Community Foundation’s dashboard, which showed what the area is doing and where the gaps and challenges lie; the idea was raised that perhaps the Library could take that foundation and start a dialogue around where to take that next, working actively to include all voices. Another idea was to put major city projects and designs on display at the Library as they develop, to allow for public awareness and input, perhaps even dedicating a room or space to this.

Third, community members love that the Library has meeting space available to outside groups, and would like to see this continue and grow. They feel it is an asset that the Library can share with the community, and appreciate that TADL already, “does a great job hosting without judgement.” Some feel there is a need for more meeting rooms.

Support our Value of Education & Lifelong Learning

Interviewees and survey participants felt that one of the more obvious, direct roles the Library can take in supporting the aspirational community they desire is in supporting education and lifelong learning. This can start with traditional ways, like making sure the collection is strong and growing. One person mentioned that, “A knowledgeable community starts with reading and the Library can play a major role in that.” Many mentioned literacy initiatives and targeting young children and pre-reading learning as programs to develop and grow, and it was acknowledged that TADL already has a “stellar youth services department to engage kids and families.” It was mentioned that if the Library is not doing so already, sending liaisons to work with the local schools could greatly benefit the community. Some mentioned how the Library’s Facebook Live classes enrich their at-home learning for homeschool and preschool curriculums, and that they’d love to see these programs continued even after the pandemic.

There was some discussion of a considerable segment of the local population being agricultural workers, many with non-English speaking homes and migrant or partial-year work, and whose children are not part of formal summer school for various reasons. The suggestion brought forward was for some sort of “traveling library” to go to the agricultural camps or local churches near the camps, bringing music, puppets, storytimes, and crafts to the children, and perhaps even lending books. Those who suggested this felt it would solve a lot of access problems and help children in those communities to stay productive and learning. The “debilitating pause in the educational process, especially for young and developing minds (due to COVID)” is seen as creating new opportunities for innovative programming to help young minds, and participants feel the Library can play a significant role in that effort.

Some would like to be sure the Library has enough comfortable, usable space for students to study. One suggestion was to create a tutoring center, staffed by volunteer and paid tutors, possibly by partnering with STEP (Students in Transition Empowerment Program.) A participant referred to this balance as making the Library, “a one-stop-shop for learning.” Overlapping with the themes of “partnerships” and “safe, neutral spaces,” many of the comments around supporting education had to do with partnering with existing organizations to be the most effective, and/or providing space for these activities.

As people spoke beyond formal education into supporting a community aspiration of lifelong learning, they spoke of helping the community to grow through increasing people’s exposure to information and ideas. They would like to see workshops or programs created to help residents learn more about facts and critical thinking, and to develop the skills needed to gain more media literacy and navigating a polarized, 24-7 media cycle. It was mentioned that, “through the internet, many have access to vast quantities of information, but what we DO with it is the real issue. We need mentors who can teach with passion about building a better community (using the information.)” Another idea raised was to develop a literacy network in order to reduce the stigma surrounding adult illiteracy.

They would like to see the Library encompass research and formal educational opportunities, as well as recreation and casual reading that promote ongoing learning. One participant said, “To quote a Bible Proverb, ‘Education is your light, guard it well.’ The Library is the source of that educational light for a lot of people. It can protect and provide that light for people their entire lives. Schools play a role, but libraries are there for life.”

Continue and Grow Quality Programming and Library Services for ALL

Many of the appreciations expressed for TADL, as well as specific ideas for ways to help the community, had to do with programming and services offered by the Library. Some were clear that they already love a program and hope it will continue, others weren’t sure if they were suggesting a new idea or just weren’t aware of something already happening. Either way, those interviewed and who participated in the survey want to see quality programming and services available, innovating, and growing.

One mentioned having older people do storytimes for children as an intentionally intergenerational learning opportunity. Activities and programs like yoga, crafts, reading groups, beer/wine book clubs, music programs, cultural events, instrument play for toddlers, dogs reading with kids, young adult-specific opportunities, college-focused nights, teen after-school programming, basic technology classes, dance parties for all ages, and a tool shed for sharing were given specific mentions. Some of the services mentioned were tax services, MeLCat, access to free entertainment (dvds, music, etc.), job fairs, Read Alikes, and curbside service.

The Library of Things TADL offers was mentioned repeatedly and there was hope for expansion. A few would like to see programming and events specifically for full-time locals, perhaps around local history. Some suggested exploring how the Library could make itself available to outside events and programs benefitting the community, such as being an emergency shelter during bad weather, providing voter registration, or as a voting or vaccination site. It was clear that this community desires many, diverse offerings to ensure there is something at or from the Library for everyone in the community.

One participant suggested that the Library consider who is involved in planning and providing programs and think about whether broadening those involved at that stage might widen the audiences they serve.

Many mentioned that they appreciate all that has been done virtually to keep people busy during the pandemic but are “eagerly anticipating” the return of in-person events and programs as soon as possible and safe. Some asked that the Library consider what, such as virtual broadcasts of programs and curbside pick-up, might be of benefit to continue even after the pandemic, to benefit those whose access issues exist outside of the current medical crisis.

Get the Word (and Resources) Out

It seems that many who were interviewed or filled out the survey felt that while they already know the wonderful things the Library is and does, an unfortunately large part of the community does not. They want the Library to continue to do the fantastic work you’re doing, “but be more visible!” Many feel that a major way TADL can contribute to their aspirational community is by communicating what you do to a wider audience. They appreciated this opportunity to share their ideas, but want to be sure the Library is finding ways to ask these questions to those who aren’t already TADL users. Over and over, communication and outreach were mentioned.

One suggestion was to turn the director report or highlights of programs/services into a video segment on the monthly library newsletter. Another was to be sure that other nonprofit organizations know all of the amazing things TADL has to offer so that they can help spread the word among their constituents. There was also a suggestion to build, “better and more robust content via social media to engage younger patrons and create a TADL ‘voice’ to translate its resources and possibilities and inspire people to learn.” They want it known that the Library is “a resource hub for anyone wondering, ‘Can you help me?’”

Several mentioned getting excited to see the Book Bike out at the Farmer’s Market, and that this is a great start, but that they would like to see the Library out in the community more often and in more places. Some participants would like TADL to better communicate the available Library resources to the migrant and seasonal communities. Repeatedly, community members asked the Library to go out to the community rather than taking for granted that you’re here and they’ll come to you if they want to. One participant told a story of her work with the children of migrant workers: “Three years ago, we tried to bring kids to the Library using transportation services available during the summer, but it was an absolute nightmare and we never tried again. It’s hard to coordinate all those bodies coming into town, and would be much easier to bring the Library to the children.” They also feel better public transit routes including the Library would help get more people to the physical buildings.

A specific idea was to place a “greeter” at the door of the Library, whose job is to put marketing materials for the Library in peoples’ hands as they enter, adding to the welcoming nature of the Library at the same time. It was also suggested that the Library create or use signage to tell people that the phones are open for reference assistance even during the pandemic (in addition to the curbside phone number.) As a bigger strategy, a community member proposed that the Library use the state and national Library system “membership” (platforms and connections) to promote what is happening in this region, especially regarding partnerships and meeting regional goals. They continued, “TADL should be connecting our story with the

nation, it's really a story about visibility and lifting up the story of who we are, so we can meet more of those economic sustainability goals."

Opportunities, Entertainment, and Culture

Not surprisingly, perhaps, since a large aspiration was to be a community with lots of opportunities, entertainment, and cultural activities, many of the ideas for how the Library could help centered here. Respondents would like to see the Library be a "hub of collaboration between arts, education, and culture." They see the Library as a big audiovisual entertainment provider, and would like to see that grow even more, with a bigger and more current and appealing movie department. They suggest bringing in artists, writers, authors, and musicians for classes and seminars, or to display their work in the Library. There was a suggestion for murals or artwork when you first enter the buildings. One participant even asked, "Please let me check out art from the Library to hang on my walls (at home.) I would so love to have painting in my house, and always something fresh and new to put up."

The community would like to see more music-focused outreach, and noted that it doesn't seem to exist elsewhere, so it might be a great opportunity for the Library to take on. Ideas included free concerts where the community is already gathered, which would also expand people's worldviews and exposure. One participant mentioned that they would love to borrow all of the Traverse City Film Festival films after each year's event. was repeatedly suggested that TADL partner with the Interlochen Center for the Arts more extensively. A specific idea was to offer guest passes or discounts at local cultural institutions with your Library card. Fitting together with desires expressed to be a more walkable community, there was a suggestion to offer dog water bowls outside the doors of the Library.

There was mention of expanded evening and weekend hours and increased staffing, in order to provide the opportunity for a safe "hang out" space for all ages, access to entertainment, and the ability for wider audiences to participate in programs. Some felt the community would benefit from a safe place for youth to congregate that isn't centered around athletics and is free or affordable. Several suggested a coffee/tea or snack shop within the Library. Participants recognized the potential financial challenges but would love to see some creative solutions.

Overall, the community feels the Library can build upon the rich value already in the community by highlighting it and making it freely available to all.

Capitalize on Our Outdoor Beauty

Participants had some thoughts about how TADL could help the community capitalize on the natural beauty of the area and encourage green initiatives for sustainability. They appreciate the Seed Library and hope to see that expand. One idea of how the Library could help promote a sustainably beautiful Traverse Area would be to create and organize a community garden. This would be a multifaceted project, since it would allow for green space and nature, but also act as new programming, bring people together to work on shared goals, depend on partnerships, and could include an educational aspect. One participant said that creating walking trails through the community garden could help achieve another aspiration for the community. They love the current children's garden and the opportunity that gives to teach the younger generation about

sustainability. Another suggestion was that the Library look at ways to partner with Boardman Lake, maybe to create educational programming. It was suggested that the Library put more mature trees of different varieties around the Library, labeled, to inspire curiosity, and sponsor tree planting each year. Another idea was to designate a landscape planning area in the Library, where people could put moveable pieces on a screen or board to plan their home projects, encouraging tree planting and having information available about options. They would enjoy programming that, “celebrates local farms and the people who feed us, local forests, fields, and waterways, and the diversity of life in these ecosystems that so richly reward the observant visitor,” as well as community courses or workshops on Climate Literacy. They would like to see the Library promote resources on smart transportation, urban cycling laws and guidelines, and utilize more signage along the TART directing folks to the Library. One participant commented that, “we are at a crossroad where we can become just another shoreline city/surburbia like so many others or choose to cherish and nurture those things that make our area truly special.”

Participants mentioned that the Library’s grounds are, “beautifully unique” and should be used to their fullest potential. Community members would like to see an outdoor, covered pavilion, which could be used for outdoor reading and enjoyment of Library resources, Library programming, and even other community events, along with play space and picnic tables. They could envision Storytime, checkers or chess matches, or other programs taking place outdoors in the summer. They hope TADL will, “remember to merge the Library with the outside natural world.” An idea was also offered to make outdoor meeting space usage available to the public.

Some participants hope that TADL will lead the way for the community as the, “green model.” One participant said, “it would be amazing to see the Library be a sustainable building... using alternative energy (like solar or wind) and teaching by example.” They would appreciate a place for the community to easily recycle batteries and can envision some chargers for electric vehicles in the parking lot. By living these principles in their own buildings and programs, starting initiatives to be more environmentally conscious, and offering programs and learning opportunities around sustainability, they feel the Library can set the example.

Evolve with Our Community

One interviewee said it this way: “Libraries need to grow and update with the times. It’s not about just the books, it’s about the information in the books. Philosophy can stay consistent but can adapt to newer technology while holding on to culture.” Traverse Area community members hope the Library will continue to grow with society and with new technology, and feel the Library, “will have a vital role (to play) in what comes next for our area.” They see the Library as something very different than libraries of 20 – 30 years ago and want TADL to communicate that to the community. Many feel the changes toward more of a community center, being a more welcoming place, and moving away from the old silent, intimidating stereotypes of the past should be embraced and advertised to the wider community, in order to draw more people into all TADL offers. One participant said, “A (thriving, effective) 21st Century library (may be) quite a different proposition from protecting the quaint, historical building it is in.”

As for ideas on HOW the Library should evolve in the near future, some would like to see more branches, or many neighborhood locations, even if very small, in order to better serve a spread-out, aging population with ever-more access needs. It was mentioned that TADL might be ready to explore a new,

updated logo. One participant suggested that the Library staff, “think outside the box” in exploring how the assets already available to them might serve an evolving community effectively. For example, asking, “Is there anyone on our staff that speaks other languages? If so, how could that be utilized? Are the immigrant populations in town using the Library’s services? If not, why not, and what could we do to help?”

There are some who want to be sure the Library retains its core, though, and feel that libraries have an important role to play in being a quiet space in the community, rarer these days in the wider community than in the past. They hope that TADL will, “get back to the basics of being a quiet place to read and think.” One person would like to see the model switched: rather than having a quiet room, this individual would prefer a quiet main space with a “noisy room” available. While it’s a tough balance to find, some want to be sure that as TADL evolves with the community, it doesn’t lose what it already did well.

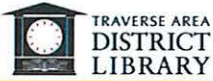
Community members feel this is a “ripe time”, politically and culturally. They were happy to have been asked the interview and survey questions and suggested that the Library continue to poll the community regularly about their wants and needs. As one participant said, “I want the Library to be the beacon of reason, a catalyst for interaction, and open to all.” Another shared hope and encouragement, stating that, “the Library’s mission statement is strong and can handle growth and change.”

Appendix B: Implementation Plan

The Traverse Area District Library has created an Implementation Plan in order to turn the strategic plan into action and help the library accomplish the strategic plan's goals and objectives.

This plan outlines the potential activities, roles and responsibilities, and decisions necessary to turn the strategic plan into reality. Mapping out a strategic plan this way, brings the strategy to life and drives success. It also ensures more buy-in from stakeholders and guidance when everyone involved knows what, when and who will be initiating potential projects.

The Traverse Area Public Library will review this document each year to incorporate the ever-changing opportunities for library, and the needs and interests of the community.



Strategic Plan - Implementation Timeline

INCLUSIVE SPACE				INCLUSIVE SPACE				INCLUSIVE SPACE			
Year 1 -- 2022				Year 2 -- 2023				Year 3 -- 2024			
	Role Responsible	Month	Completed		Role Responsible	Month	Completed		Role Responsible	Month	Completed
Improve to Library Entrance	Director	Aug.		Investigate Outdoor Improvements	Facilities	March		Year 3--2024			
Review Department Entrances	Dept. Heads	Sept.		Enhance Department Entrances	Dept. Heads	Jan.		Construct Outdoor Spaces	Facilities	Jan.	
Audit Indoor Spaces and Bathrooms	Director/Facilities	July		Improve Internal Wayfinding	Marketing	Jan.		Create 1st Floor Inclusive Bathroom	Facilities	March	
Update Website for Accessibility	Asst. Dir. Technology	Sept.		Update Website Design	Asst. Dir. Technology	March					
Budget for physical improvements	Director/Business Mgr.	Oct.		Purchase Flexible and accessible furniture	Director	June					
Conduct Diversity Audit	Dept. Heads	Sept.		Adjust Collections & Policy to the Diversity Audit	Dept. Heads	Jan.					
Install Community Art Displays	Marketing	July		Invite Diverse Groups to use Displays	Marketing	Jan.					
Continued Staff Training on DEI Issues	Director	Jan.- Dec.		Continued Staff Training on DEI Issues	Director	Jan.- Dec.		Continued Staff Training on DEI Issues	Michele	Jan.- Dec.	

PURPOSEFUL PARTNERSHIPS				PURPOSEFUL PARTNERSHIPS				PURPOSEFUL PARTNERSHIPS			
Year 1 -- 2022				Year 2 -- 2023				Year 3 -- 2024			
	Role Responsible	Month	Completed		Role Responsible	Month	Completed		Role Responsible	Month	Completed
Create a list/database of all partnerships	Director/Leadership	Aug.		Maintain List of Partners	Director	Jan.		Year 3--2024			
Continued Services to Schools	Youth Services Staff	Jan.		Expand School Services	Youth Services Staff	Jan.					
Identify New Partners	All Staff	Jan.									
Investigate Holding a Nonprofit Fair	Adult Services	April									
Develop Cross Marketing Opportunities	Marketing	Jan.									
Improve Tribal Outreach	Director/Leadership	Jan.									

INNOVATIVE ENGAGEMENT				INNOVATIVE ENGAGEMENT				INNOVATIVE ENGAGEMENT			
Year 1 -- 2022				Year 2 -- 2023				Year 3 -- 2024			
	Role Responsible	Month	Completed		Role Responsible	Month	Completed		Role Responsible	Month	Completed
Purchase/Design a Bookmobile	Director/Leadership	Jan.		Expand Bookmobile Service	Director/Leadership	Jan.		Year 3--2024			
Expand Services to Homebound	TBL/Adult Services	Jan.		Create Outreach Position	Director	Jan.		Create Library Pop-Up Services	Dept. Heads	Jan.	
Develop a Culture of Innovation	Director/Leadership	Jan.		Develop Hybrid Programming outside library	Dept. Heads	Jan.		Create Literacy Initiatives	Andy/ Dept. Heads	Jan.	
				Investigate Literacy Initiatives	Youth Services/ Dept. He	June					
				Create E-Book Bike Services	Director/Adult Services	July					
				Library Booth at Local Events	Dept. Heads/Marketing	April					
				Build on Existing Programs Offerings	Dept. Heads	Jan.					
				Outreach to Vulnerable Patrons	Dept. Heads/Outreach	Jan.					
				Create Multigenerational programming	Dept. Heads	June					

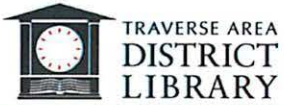
TARGETED OUTREACH				TARGETED OUTREACH				TARGETED OUTREACH			
Year 1 -- 2022				Year 2 -- 2023				Year 3 -- 2024			
	Role Responsible	Month	Completed		Role Responsible	Month	Completed		Role Responsible	Month	Completed
								Seek out and Identify Missing User Groups	Leadership Team	Jan.	
								Collaborate with Diverse User Groups	Leadership Team	Jan.	
								Create Multilanguage Promo Materials	Marketing	Jan.	
								Create Traveling Displays	Leadership Team	April	
								Connect with TV, Media, etc.	Marketing	Jan.	

STRATEGIC PLAN				STRATEGIC PLAN				STRATEGIC PLAN			
Year 1 -- 2022				Year 2 -- 2023				Year 3 -- 2024			
	Role Responsible	Month	Completed		Role Responsible	Month	Completed		Role Responsible	Month	Completed
Set baseline numbers for measurement plan	Director	June		Conduct Annual Strategic Plan Survey	Director/Marketing	Jan.		Conduct Annual Strategic Plan Survey	Director/Marketing	Jan.	
Develop Strategic Plan Survey	Director/Marketing	June		Evaluate Activities and Adjust as needed	Director	Jan.		Evaluate Activities and adjust as needed	Director	Jan.	

Appendix C: Measurement Plan

The Traverse Area Library District will collect and monitor data at regular intervals in order to find out how it is progressing or developing in terms of the goals identified in the strategic plan. This monitoring will provide the library with the information needed to continually refine and enhance activities to reflect the changing needs and interests of the community.

A target has been established for each strategy in the plan. Targets include both qualitative and quantitative data. Qualitative data will come from surveys, and provide information on outcomes, or about how people feel about an activity. Whenever available, qualitative survey questions will be derived from existing surveys available at the *Public Library Association's Project Outcomes* website. Quantitative data will be collected from the library's integrated library system, or manual tallies.



Measurement Plan Strategic Plan 2021-2024

INCLUSIVE SPACE		How?	When?	2019 Baseline	2020 - COVID	2021	2022	2023
Output: Library-wide Collection Diversity Audit	Staff	Annual	Teen only		All locations			
Output: Increased use of Meeting Rooms	ILS Data	Annual			0	5%	5%	5%
Output: Increased Book Circulation	ILS Data	Annual		1,092,936	591,121	5%	5%	5%
Output: Provide at least 4 DEI events each years	Staff	Annual		n/a	n/a			
Output: Increased Patrons Visiting the Library	ILS Data	Annual				25%	15%	10%
Outcome: Patrons see themselves reflected in our collection	Survey	Annual		n/a	n/a			
Outcome: Patrons see themselves reflected in our programs	Survey	Per Program		n/a	n/a			
Outcome: Patrons will say they feel welcome	Survey	Annual						

PURPOSEFUL PARTNERSHIPS		How?	When?	2019 Baseline	2020 - COVID	2021	2022	2023
Output: Create List/Database of Partners	Google Sheets	Constant						
Output: Increase Community Partners	Google Sheets	Annual		Unknown	Unknown	10%	10%	10%
Output: Increased Summer Reading Club participants	ILS Data	Annual/Sept.		2,852		5%	5%	5%
Outcome: Surveyed Patrons report learning about events via Library Partners	Event Survey	Per Program						
Outcome: The Library will be invited to more Events and Partnerships	Partnership List	Leadership Meetings						
Outcome: Non-profits will say we are a willing and active Partner	Partner Survey	Annual						

INNOVATIVE ENGAGEMENT		How?	When?	2019 Baseline	2020 - COVID	2021	2022	2023
Output: Increased attendance at Library Events	State Aid Data	Annual		39,468	Virtual Only	10%	10%	10%
Output: Creation of Bookmobile w/ regular Routes	State Aid Data			n/a	n/a	3 routes	5 routes	7 routes
Output: Increased visitors to the Library	ILS Data	Annual		568,791		25%	15%	10%
Output: Increased number of Library Card Holders	ILS Data	Annual		65,258		25%	15%	10%
Output: Create 3 Patron Led Programs per Years	Staff Survey	Leadership Meetings						
Outcome: Patrons will report learning something new and exciting at a library program.	Event Survey	Per Program						
Outcome: Patrons will report it was their first time attending an event.	Event Survey	Per Program						
Outcome: Patrons will say the library is serving the Community.	Survey	Annual						
Outcome: Staff will feel more connected to our community.	Staff Survey	Annual						
Outcome: Patrons will say they encountered the library at a place they didn't expect.	Survey	Annual						

TARGETED OUTREACH		How?	When?	2019 Baseline	2020 - COVID	2021	2022	2023
Output: Increased in cardholders ages 18-39	ILS Data	Annual						
Output: Create 1 new collaboration each year	Staff Survey	Annual						
Output: Alternative Language library materials	Staff Survey	Annual		Materials Only	Materials Only	Added database		
Outcome: More young families will talk to their friends and family about library events	Survey	Annual						
Outcome: More English as a Second Language Patrons will report using the library	Survey	Annual						

Appendix D: Supplemental Information

Communications Plan

- Long range plan will be made available on the library's website.
- A social media marketing piece will be created and shared on Facebook and Twitter
- A printed marketing piece which state the values, vision, mission, and key priorities, will be distributed at the library and other locations.
- Presentations on the plan will be made to local service organizations.
- An announcement about the new long-range plan will be made in the library's newsletter

Financial Resources and Sustainability

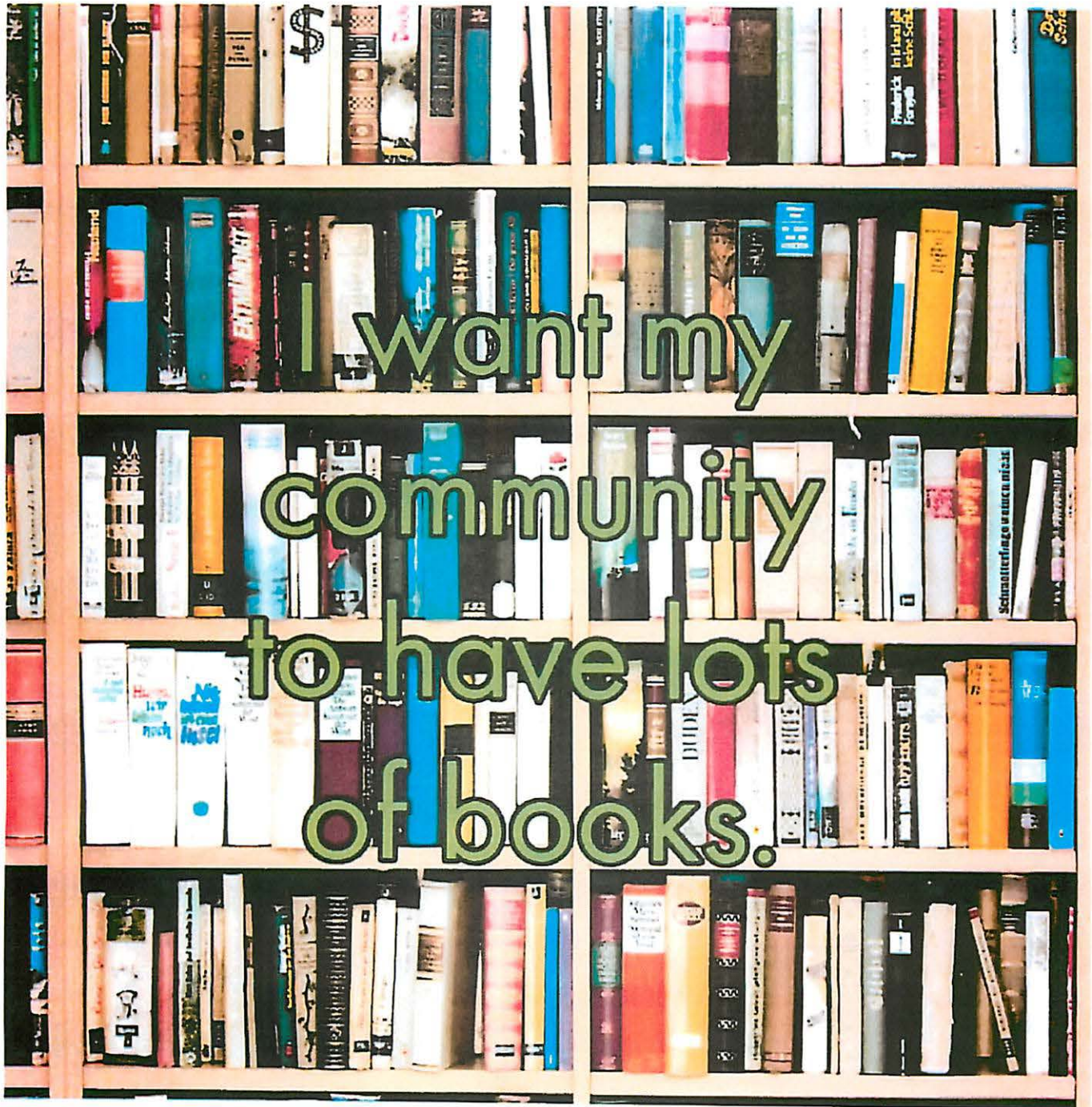
- Our Operating Fund Budget will be based on available sources of public funding and will not exceed the assessed value growth quotient for the budget year.
- State and Federal grants and grants from other institutions may supplement the budget.
- Funds may be used from the Traverse Area District Library gift fund.
- Collaboration with other groups in providing programs and services will enable cost-sharing.

Professional Development Plan

- The Library Director and Human Resources Manager will meet quarterly to assess staff training and discern areas of need.
- All staff will be encouraged to attend district and other conferences each year, and other training opportunities.

Collaboration

- We have memberships in the Michigan Library Association, Midwest Collaborative for Library Services (MCLS), and Traverse Connect (formerly the Chamber of Commerce).
- Community partners include Newtons' Road, TCAPS, Born to Read, Traverse Area Community Media and many others. We are a member of the Northland Library Cooperative and collaborate with regional public libraries in sponsoring larger programs or community events.



(Future) Community Leader

age 11

BOARD MEMO

TO: TADL BOARD
FROM: MICHELE P HOWARD
SUBJECT: BOOKMOBILE QUOTES
DATE: 6/17/2021

As part of the Rotary Grant Process we received three quotes for a new Sprinter Van, as we identified this as an appropriate vehicle for the bookmobile. The quotes are the following:

1. **Watson Benzie Dealer 2021 Ram ProMaster Cargo Van**
\$33,527
2. **Fox Motors 2021 Ford Transit**
\$42,400-\$48,220
3. **Bill Marsh Cadillac. 2021 Ford Transit**
\$47,000 (Verbal quote)

Motion that the Library Director purchase a Sprinter Van from Watson Benzie Dealer from Watson Benzie Dealer for a not to exceed amount of \$45,000.

JUN 17 2021

JUN 17 2021

1/19/2021

Window Sticker - 2021 TRANSIT NA

[Print window sticker](#)



Disclaimer: This window sticker is only representative of the information contained on an actual window sticker, and may or may not match the actual window sticker on the vehicle itself. Please see your retailer for further information.

Vehicle Description

TRANSIT 2021 HR CARGO AWD
NA 3.5L PFDI V6 (GAS)
10-SPEED TRANSMISSION

VIN 1FTBR3U83MK A07177

Exterior
OXFORD WHITE
Interior
EBONYCLOTH

Standard Equipment INCLUDED AT NO EXTRA CHARGE

EXTERIOR

- . BUMPERS - CARBON BLACK
- . DOORS - CARGO REAR W/
- . FULL SIZE SPARE TIRE/WHEEL

INTERIOR

- . ASSIST HANDLES - A-PILLAR
- . INTERIOR LIGHTING - LED
- . POWERPOINT - 12V (FRONT)

FUNCTIONAL

- . ELECTRONIC PWR ASST STEER
- HOTSPOT TELEMATICS MODEM
- . HILL START ASSIST
- . POST-COLLISION BRAKING
- . REAR VIEW CAMERA
- . SELECTABLE DRIVE MODES
- . SUSPENSION - HEAVY DUTY

SAFETY/SECURITY

- . ADVANCETRAC[®] WITH RSCA[®]
- SAFETY CANOPY[®] SYSTEM
- . SECURILOCK[®] ANTI-THEFT SYS
- . TIRE PRESSURE MONIT SYS

WARRANTY

- . 5YR/60,000 POWERTRAIN

- . AUXILIARY FUEL PORT
- . DOOR - SINGLE SLIDING SIDE
- 180-DEGREE SWING-OUT
- . WIPERS - RAIN-SENSING
- . AIR CONDITIONING
- . CENTER CONSOLE W/STORAGE
- . LOCKING GLOVE BOX
- . STEERING - TILT/TELESCOPIC
- . AUTO HIGH-BEAM HEADLAMPS
- . FORDPASS CONNECT 4GWI-FI
- . FORWARD COLLISION WARNING
- . LANE-KEEPING SYSTEM
- . PRE-COLLISION ASSIST W/AEB
- W/ TRAILER HITCH ASSIST
- . SIDE-WIND STABILIZATION
- FRONT AXLE
- . 3 POINT SAFETY BELTS
- . AIRBAGS 8[®] FRONT, SIDE AND
- . BRAKES - 4WHEEL DISC W/ABS
- . SOS POST-CRASH ALERT SYS
- . 3YR/38,000 BUMPER / BUMPER
- . 5YR/60,000 ROADSIDE ASSIST

Price Information
STANDARD VEHICLE PRICE MSRP
\$46,460

Optional Equipment

- 148" WHEELBASE
- 2021 MODEL YEAR
- OXFORD WHITE
- EBONY CLOTH
- PREFERRED EQUIPMENT
- PKG.101A
- .XL TRIM
- .MANUAL AIR CONDITIONER
- 3.5L PFDI V6 (GAS)
- .10-SPEED TRANSMISSION
- .235/65R16C BSW ALL-SEASON
- 4.10 LIMITED SLIP AXLE
- JOB #1 ORDER
- REAR COMPARTMENT LIGHTING 75
- FRONT LICENSE PLATE BRACKET
- FIXED REAR CARGO DOOR GLASS 250
- 9070# GVWR PACKAGE
- 2WAY DRV/PASS EBONY CLOTH 115
- 50 STATE EMISSIONS
- START/STOP SWITCH DELETE
- RADIO - SYNC3, 8" SCN 410
- HD CARGO FLOOR COVERING 940
- CRUISE CONTROL 325
- EXTENDED FUEL TANK (31 GAL) 285
- FRONT OVERHEAD SHELF 75
- HEAVY-DUTY SCUFF PLATE KIT
- 2 ADDITIONAL KEYS 75
- E-85 FLEX FUEL CAPABLE

TOTAL VEHICLE & OPTIONS 49,010
DESTINATION & DELIVERY 1,695

TOTAL MSRP \$50,705

Disclaimer: Option pricing will be blank for any item that is priced as 0 or "No Charge".

CITY MPG
0
HIGHWAY

Vehicle Engine Information

Actual mileage will vary with options, driving conditions, driving habits and vehicle's condition. Results reported to EPA indicate that the majority of vehicles with these estimates will achieve between _ and _ mpg in the city and between _ and _ mpg on the highway.

Locate OR
ORDER

High Roof

County Fin #

\$ 42,400 +Taxes
TITL
TAX EXEMPT?

WITHOUT County Fin #
\$48,220 +Tax TITL
TAX EXEMPT?

JUN 17 2021

1/19/2021

Window Sticker - 2020 TRANSIT NA

[Print window sticker](#)



Disclaimer: This window sticker is only representative of the information contained on an actual window sticker, and may or may not match the actual window sticker on the vehicle itself. Please see your retailer for further information.

HERE IN
STOCK.

Vehicle Description

TRANSIT 2020 MR CARGO AWD
NA 3.5L PFDI V6 (GAS)
10-SPEED TRANSMISSION

VIN 1FTBR2C8XLK B68023

Exterior
OXFORD WHITE
Interior
DARK PALAZZO GRAYCLOTH

Standard Equipment INCLUDED AT NO EXTRA CHARGE

EXTERIOR

- . BUMPERS - CARBON BLACK
- . 253-DEGREE SWING-OUT
- . WIPERS - RAIN-SENSING

INTERIOR

- . ASSIST HANDLES - A-PILLAR
- . CARGO TIE-DOWN HOOK(S)
- . INTERIOR LIGHTING - LED
- . OVERHEAD STOWAGE SHELF
- . STEERING - TILT/TELESCOPIC

FUNCTIONAL

- . ELECTRONIC PWR ASST STEER
- . HOTSPOT TELEMATICS MODEM
- . HILL START ASSIST
- . POST-COLLISION BRAKING
- . REAR VIEW CAMERA
- . SELECTABLE DRIVE MODES
- . SUSPENSION - HEAVY DUTY
- . SAFETY/SECURITY
- . ADVANCETRAC[®] WITH RSC[®]
- . SAFETY CANOPY[®] SYSTEM
- . SECURILOCK[®] ANTI-THEFT SYS
- . TIRE PRESSURE MONIT SYS

WARRANTY

- . 5YR/60,000 POWERTRAIN

- . AUXILIARY FUEL PORT
- . DOORS - CARGO REAR W/
- . FULL SIZE SPARE TIRE/WHEEL
- . AIR CONDITIONING
- . ASSIST HANDLE - B-PILLAR
- . CENTER CONSOLE W/STORAGE
- . LOCKING GLOVE BOX
- . POWERPOINT - 12V (FRONT)
- . AUTO HIGH-BEAM HEADLAMPS
- . FORDPASS CONNECT 4GWI-FI
- . FORWARD COLLISION WARNING
- . LANE-KEEPING SYSTEM
- . PRE-COLLISION ASSIST W/AEB
- . W/ TRAILER HITCH ASSIST
- . SIDE-WIND STABILIZATION
- . FRONT AXLE
- . 3 POINT SAFETY BELTS
- . AIRBAGS 86" FRONT, SIDE AND
- . BRAKES - 4WHEEL DISC W/ABS
- . SOS POST-CRASH ALERT SYS
- . 3YR/36,000 BUMPER / BUMPER
- . 5YR/80,000 ROADSIDE ASSIST

Price Information MSRP
STANDARD VEHICLE PRICE \$42,580

Optional Equipment

- 148" WHEELBASE
- 2020 MODEL YEAR
- OXFORD WHITE
- DARK PALAZZO GRAY CLOTH
- PREFERRED EQUIPMENT
- PKG. 101A
- .XL TRIM
- .MANUAL AIR CONDITIONER
- 3.5L PFDI V6 (GAS)
- .10-SPEED TRANSMISSION
- .235/85R16C BSW ALL-SEASON
- 3.73 LIMITED SLIP AXLE
- JOB #2 ORDER
- FRONT LICENSE PLATE BRACKET
- FIXED REAR CARGO DOOR GLASS 75
- 9070# GVWR PACKAGE
- 10WAY PWR D/P PALAZZO CLOTH 980
- 50 STATE EMISSIONS
- REVERSE SENSING SYSTEM
- HD TRAILER TOW PACKAGE 485
- SHORT-ARM PWR HEAT MIRRORS 160
- FRONT FOG LAMPS
- REAR-WINDOW DEFROSTER 175
- RADIO - SYNC3, 8" SCN
- HD CARGO FLOOR COVERING 795
- FRONT/REAR SPLITVIEW CAMERA 1,135
- DUAL BATTERIES (70 AMP-HR)
- SRW - FORGED ALUMINUM 695
- TRAILER BRAKE CONTROLLER 405
- LARGE CENTER CONSOLE
- HEAVY-DUTY SCUFF PLATE KIT
- POWERPOINT (12V) 15
- POWER OUTLET (110V/400W) 475
- SIDE SENSING SYSTEM
- INTERIOR UP PACKAGE - CARGO 1,435
- .CRUISE CONTROL
- .ILLUMINATED SUN VISORS
- E-85 FLEX FUEL CAPABLE

TOTAL VEHICLE & OPTIONS 49,420
DESTINATION & DELIVERY 1,695

TOTAL MSRP \$51,115

MED. ROOF

① IF YOU HAVE
A County F.N.#
\$ 42400 + TAX
TAX EXEMPT? & PLATES

No County F.N.#
② \$46750 + Tax Title
Plates
Tax Exempt?

6/1/2021

TADL Mail - Howard Herron from Watson Benzie



Heather Brady <hbrady@tadl.org>

Howard Herron from Watson Benzie

1 message

Howard Herron <howard@drivewatson.com>
To: hbrady@tadl.org

Tue, Jan 26, 2021 at 12:59 PM

Hi Heather, There are going to be lots of opt's that could be on a can but one we have coming in that is what we stock is apx 33527 plus what ever you do for a plate must citys have a plate that can go on any vec. I hope this works for you. Any upfit for inside would also have to figured in as I'm not sure how you would equip it. Thanks

Respectfully,

Howard Herron
Watson Benzie
Sales Associate

BOARD MEMO

TO: TADL BOARD
FROM: MICHELE P HOWARD
SUBJECT: LOCAL HISTORY SHELVING QUOTES
DATE: 6/17/2021

As part of the high-density shelving project, I received three quotes for mobile, high density shelving. This project is funded the following way:

Grand Traverse Band Grant	\$16,000
Traverse Area Historical Society Grant	\$10,000
<u>Local History Fund</u>	<u>\$13,500</u>
	\$40,000

The quotes are the following:

1. **Casper Corporation (Portage)**
\$58,653.51
2. **Space Corporation (Midland)**
\$50,300.30
3. **Advantage Business Systems (Saginaw)**
\$23,871 – \$35,371

Motion that the Library Director contract with Advantage Business Systems for high density shelving in the Local History Collection, order appropriate archival materials storage devices and pay for interns to help with this project for a not to exceed amount of \$40,000 with funds allotted from grants, donations and Library Local History Fund.