LAKELAND LIBRARY COOPERATIVE
LEADING • LEARNING • LENDING

BOARD MONTHLY MEETING
Thursday, September 10, 2026
9:30 a.m.
ADVISORY COUNCIL AND LEADING THROUGH TRANSITIONS WORKSHOP TO FOLLOW
Kent District Library Service Center
814 West River Center Drive NE, Comstock Park, MI 49321

1. CALL TO ORDER AND ROLL CALL a. Introduce New Members and Board Members		
2. APPROVAL OF AGENDA		PAGE 1
3. PUBLIC COMMENTS		
4. APPROVAL OF MINUTES **a.** August 13, 2026, Unofficial Board Minutes	*(m)*	PAGE 2-3
5. FINANCIAL REPORT a. August Financials and Check Registers	*(m)*	PAGE 4-9
6. PRESIDENT'S REPORT	*(i)*	
7. COOPERATIVE DIRECTOR'S REPORT	*(i)*	PAGES 10-15
8. COUNCIL/COMMITTEE REPORTS a. Advisory Council Official Minutes-June 11, 2026	*(i)*	PAGE 16
9. ONGOING/NEW BUSINESS a. 2025-2026 Budget Amendments (with footnotes) b. 2026-2027 Budgets (with endnotes)	*(m)* *(m)*	PAGES 17-19 PAGES 20-39
10. PUBLIC COMMENTS		
11. BOARD MEMBER COMMENTS		
12. NEXT MEETING: October 8, 2026 <u>at the Kent District Library Service Center</u>		
13. ADJOURNMENT	*(m)*	

f – file   i – information   m – motion   p – presentation

LAKELAND LIBRARY COOPERATIVE
BOARD MINUTES – Unofficial
Thursday, August 13, 2026 at 9:30 a.m.
Kent District Library Service Center

Present: Ron Suszek (HDL), Jon McNaughton (GRPL), Carol Dawe (LLC), Abby Black (OA), Rob Bristow (OG), Jessica Hunt (NG), Matt Lubbers-Moore (SF), Maggie McKeithan (OS), Betty Adams (MADL)
Lakeland Staff Present: Amber McLain, Ann Langlois
Absent:

1) **CALL TO ORDER AND ROLL CALL:** The meeting was called to order at **9:29** by **John McNaughton**

2) **APPROVAL OF AGENDA: Abby Black** moved, supported by Jessica Hunt, to approve the agenda as presented - *motion carried.*

3) **PUBLIC COMMENTS:** Reilly Brower is now officially director at Dorr.

4) **APPROVAL OF MINUTES**
   a) Rob Bristow moved, supported by Jessica Hunt, to approve the board minutes from June 11, 2026 - *motion carried*
   b) Jessica Hunt moved, supported by Matt Lubbers-Moore, to approve the Amended Official Board Minutes from September 15, 2025 to correct as indicated in yellow to provide auditors with accurate minutes for budget approval.

5) **FINANCIAL REPORT:**
   a) June and July 2026 Financials and Check Register - Matt Lubbers-Moore moved, supported by Ron Suszek, to approve the June and July 2026 Financials as presented - *motion carried.*

6) **PRESIDENT'S REPORT**
   a) There was a meeting of both the personnel and finance committees prior to this meeting.

7) **DIRECTOR'S REPORT**
   a) Carol introduced Betty Adams, the new director of the Muskegon Area District Library.
   b) Carol also shared that she is working on the ILS transition, succession planning, and strategic plans for member libraries.
   c) Carol shared that next month after the Advisory meeting, Amanda Standerfer will be hosting a seminar on leading through transitions and change management.

8) **COUNCIL/COMMITEE REPORTS**
   a) Advisory Council Official Minutes from May 9, 2026 included for information.

9) **ONGOING/NEW BUSINESS:**
   a) *ILS Implementation Project* – Most of the information regarding this project will go through the contacts provided for the ILS search committee, unless contractual or financial information/input is needed.
   b) *2026-2027 Designation of Fund Depositories* **–** Rob Bristow moved, supported by Jessica Hunt, to approve the 2026-2027 Designation of Fund Depositories - *motion carried.*
   c) *2025-2026 Healthcare Resolution* **–** Rob Bristow moved, supported by Matt Lubbers-Moore, to approve the 2025-2026 Healthcare Resolution - *motion carried.*
   d) *2025-2026 Meeting Schedule* – Abby Black moved, supported by Jessica Hunt, to approve the 2025-2026 Meeting Schedule **-** *motion carried.*

10) **PUBLIC COMMENTS:**
   a) None.

11) **BOARD MEMBER COMMENTS:**
   a) Matt Lubbers-Moore shared that the storefront Fruitport was able to open through grants has been successful and he thanked the libraries who donated books to them.

b) Maggie McKeithan shared that Spring Lake got a Library of Michigan grant to install a permanent storywalk.

12) NEXT MEETING: Thursday, September 10, 2026**,** at 9:30 a.m. at Kent District Library Service Center.

13) **ADJOURNMENT:** Rob Bristow moved, supported by Abby Black, to adjourn at 9:44 - *motion carried.*

Respectfully submitted by,
Amber McLain

Lakeland Library Cooperative
Operating Fund Balance Sheet
As of August 31, 2026

ASSETS	
Current Assets	
Checking/Savings	
001 · Checking Accounts	206,594
002 · Savings Accounts	827,217
Total Checking/Savings	1,033,811
Accounts Receivable	6,187
Other Current Assets	
084 · Due from Other Funds	74,429
123 · Prepaid Expenses	78,188
Total Other Current Assets	152,617
Total Current Assets	1,192,615
Fixed Assets	429,957
TOTAL ASSETS	**$ 1,622,572**
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	8,523
Credit Cards	14
Other Current Liabilities	
231 · Payroll Liabilities	1,966
237 · Benefit Liabilities	3,171
Total Other Current Liabilities	5,137
Total Current Liabilities	13,675
Total Liabilities	**$ 13,675**
Equity	
370 · Nonspendable Funds	119,021
371 · Property	429,957
390 · Unassigned Funds	860,402
Net Income	199,517
Total Equity	**$ 1,608,897**
TOTAL LIABILITIES & EQUITY	**$ 1,622,572**

Lakeland Library Cooperative
Operating Budget vs. Actual
October 2025 through August 2026

	YTD	Budget	%
Income			
566 · State Aid Revenue	763,145	758,051	100.7%
630 · Service Revenue	882,880	882,879	100.0%
665 · Interest Revenue	19,813	15,000	132.1%
672 · Other Revenue	125	100	125.0%
Total Income	**$ 1,665,963**	**$ 1,656,030**	**100.6%**
Expense			
702 · Salaries & Wages	665,838	760,105	87.6%
710 · Benefits	138,072	133,199	103.7%
719 · Mileage	1,990	3,450	57.7%
720 · Professional Development	3,637	8,000	45.5%
726 · Supplies	5,318	3,840	138.5%
801 · Professional Services	67,772	74,650	90.8%
810 · Insurance	16,441	17,795	92.4%
817 · ILS & IT Expenses	361,636	385,371	93.8%
831 · RIDES	8,991	9,410	95.6%
860 · Delivery Expenses	91,841	139,762	65.7%
880 · Member Development	1,590	6,000	26.5%
920 · Facility Expenses	40,835	38,895	105.0%
Total Expense	**$ 1,403,962**	**$ 1,580,477**	**88.8%**
Net Ordinary Income	**$ 262,001**	**$ 75,553**	**346.8%**
Other Income/Expense			
690 · Other Financing Sources	55,500	42,431	130.8%
Total Other Income	55,500	42,431	130.8%
990 · DS-SBITA (Bibliocore)	117,984	117,984	100.0%
Total Other Expense	117,984	117,984	100.0%
Net Other Income	**$ (62,484)**	**$ (75,553)**	**82.7%**
Net Income	**$ 199,517**	**$ -**	**100.0%**

Lakeland Library Cooperative
Operating Checks for the Month
As of August 31, 2026

Date	Name	Memo	Account	Amount
001.01 · Main Checking-Sweep Acct				
08/05/2026	Printing Productions Ink	Delivery bag tags	Supplies	153.44
08/07/2026	Amazon	Office supplies	Supplies	79.72
08/07/2026	Cintas	Floor mats	Facility Contracts	128.73
08/07/2026	Comcast-Data Lines	Data Lines	IT Operations	575.00
08/07/2026	Consumers Energy		Utilities	619.15
08/07/2026	GFOA		Conferences & Training	350.00
08/07/2026	Granger	Waste services	Facility Contracts	56.03
08/10/2026	State of Michigan--Vendor		Payroll Liabilities	1,670.89
08/10/2026	Healthiest You	Telehealth	Benefits	63.75
08/10/2026	Coverall - New Dreams, Inc.	Janitorial service	Facility Contracts	170.00
08/10/2026	Heimler Consulting	IT	Consulting	5,632.00
08/10/2026	Same Day Delivery		Delivery Services	22,006.58
08/11/2026	MERS 457/DC		Payroll Liabilities	374.26
08/11/2026	MERS 457/DC		Payroll Liabilities	1,874.69
08/11/2026	Payroll		--Split--	14,794.55
08/11/2026	United States Treasury		Payroll Liabilities	5,093.18
08/19/2026	Seaman's Air Conditioning	HVAC	Facility Contracts	1,804.00
08/24/2026	Backstage Library Works		Authority Control	457.40
08/24/2026	Grand Rapids Income Tax Dept.		Payroll Liabilities	118.14
08/24/2026	McLain, Amber - Vendor		Mileage	5.88
08/24/2026	Walker City Treasurer		Payroll Liabilities	196.41
08/25/2026	MERS 457/DC		Payroll Liabilities	374.26
08/25/2026	MERS 457/DC		Payroll Liabilities	1,874.69
08/25/2026	Payroll		--Split--	14,883.95
08/25/2026	United States Treasury		Payroll Liabilities	5,102.95
08/26/2026	Aflac		Payroll Liabilities	194.56
08/26/2026	BCBS	Health Ins	Benefits	3,392.05
08/26/2026	BCN	Health Ins	Benefits	4,376.90
08/26/2026	DTE Energy		Utilities	66.87
08/26/2026	DTE Energy		Utilities	63.27
08/26/2026	First National Bank	IT, phones, supplies	--Split--	3,431.52
08/26/2026	Standard Insurance - MERS group	LTD & Life Ins.	Benefits	213.95
			TOTAL	**$ 90,198.77**

Lakeland Library Cooperative
Pass Through & Capital Funds Balance Sheet
As of August 31, 2026

	Pass Through	Capital
ASSETS		
Current Assets		
Checking/Savings		
001 · Checking Accounts		
001.1 · Fund - Checking	46,158	3,213
001.3 · eCommerce - Checking	9,897	
Total 001 · Checking Accounts	56,055	3,213
002 · Savings Accounts		73,436
Total Checking/Savings	56,055	76,649
Accounts Receivable	1,315	
Total Current Assets	57,370	76,649
TOTAL ASSETS	**$ 57,370**	**$ 76,649**
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable	704	
Other Current Liabilities		
214 · Due To Other Funds	39,962	34,429
Total Other Current Liabilities	39,962	34,429
Total Current Liabilities	40,666	34,429
Total Liabilities	**$ 40,666**	**$ 34,429**
Equity		
390 · Unassigned Funds		44,870
Net Income	16,704	(2,650)
Total Equity	**$ 16,704**	**$ 42,220**
TOTAL LIABILITIES & EQUITY	**$ 57,370**	**$ 76,649**

Lakeland Library Cooperative
Pass Through & Capital Budget vs. Actual
October 2025 through August 2026

	Pass Through			Capital & Growth		
	YTD	Budget	%	YTD	Budget	%
Income						
628 · Group Supply Revenue	10,095	10,700	94.3%			
629 · Group Collections	100,980	94,000	107.4%			
635 · Group Services	24,829	36,350	68.3%			
637 · Ecommerce Fines	25,631	28,000	91.5%			
665 · Interest Revenue				2,750	2,000	137.5%
672 · Other Revenue	1,251	1,750	71.5%			
Total Income	**$ 162,786**	**$ 170,800**	**95.3%**	**$ 2,750**	**$ 2,000**	**137.5%**
Gross Profit	**$ 162,786**	**$ 170,800**	**95.3%**	**$ 2,750**	**$ 2,000**	**137.5%**
Expense						
728 · Library Supply Expense	10,095	10,700	94.3%			
729 · Collection Expenses	94,099	94,000	100.1%			
805 · Group Subscriptions	24,854	36,350	68.4%			
807 · Fines Paid	15,783	28,000	56.4%			
880 · Member Development	-	1,000	0.0%			
969 · Other Services	1,251	750	166.8%			
970 · Capital Outlay						
971 · Building/Grounds Improvements				-	7,500	0.0%
975 · Technology				5,400	15,000	36.0%
980 · Vehicles				-	-	0.0%
Total 970 · Capital Outlay	-	-	0.0%	5,400	22,500	24.0%
Total Expense	**$ 146,082**	**$ 170,800**	**85.5%**	**$ 5,400**	**$ 22,500**	**24.0%**
Net Ordinary Income	**$ 16,704**	**$ -**	**100.0%**	**$ (2,650)**	**$ (20,500)**	**12.9%**
Other Income						
699 · Fund Balance Transfers In	-	-	0.0%	-	20,500	0.0%
Net Other Income	-	-	0.0%	-	20,500	0.0%
Net Income	**$ 16,704**	**$ -**	**100.0%**	**$ (2,650)**	**$ -**	**100.0%**

Lakeland Library Cooperative
Pass Through & Capital - Monthly Checks
As of August 31, 2026

Date	Name	Memo	Account	Amount
001 · Checking Accounts				
001.1 · Fund - Checking				
001.11 · Checking - Pass Through				
08/07/2026	OverDrive	audio and ebooks	Group Collections	5,335.48
08/19/2026	ID Label, Inc.	barcodes	Library Supplies	301.67
08/26/2026	OverDrive	audio and ebooks	Group Collections	5,275.84
			Total 001.11 · Checking - Pass Through	10,912.99
001.12 · Checking - Capital				
			Total 001.12 · Checking - Capital	0.00
			Total 001.1 · Fund - Checking	10,912.99
001.3 · eCommerce - Checking				
			Total 001.3 · eCommerce - Checking	0.00
			Total 001 · Checking Accounts	10,912.99
			TOTAL	**$ 10,913**

COOPERATIVE DIRECTOR'S REPORT
September 10, 2026

Migration Update from Ann:
Migration work continues. In mid-August, LLC staff prepared a giant spreadsheet of initial information about member libraries and settings, a culmination of a month of work and profiling meetings with the Innovative Project Manager.

We continue to meet weekly with the PM. Our next major project is working on the data mapping document with the Data Analyst. Lakeland's setup is one of the most complicated ones among Innovative customers and we learning of a need to streamline and standardize some things.

Leading through Transition Workshop: The agenda is attached to this report. There will be a workbook and other handouts at the workshop. Lunch and water will be provided and coffee but you might want to bring a teabag in case I forget. We thank KDL for hosting. Please plan on staying afterwards to help us breakdown the tables and put the room back to its standard setup.

Board and Agenda Items:

- Budget Amendments and Budget Packets for the Board.
- Caucus materials for Board Elections for Advisory.
- There are detailed documents in your packets.

Other items of note:

- I am pleased to announce that Cedar Spring's board approved their strategic plan and Gary Byker, Allendale and Leighton will be finished soon. Saranac Clarksville is in the survey stage and Tamarack is beginning the process. My goal is that all will completed by the end of 2026.

- I am creating a succession packet for the Board with a list of recruiters, sample job descriptions and other materials. John McNaughton and I have been working together on next steps.

- Board and Advisory Officer Elections will be in October. Please contact John or Elyshia or me if you are interested. A statement of intent for Advisory officers has been requested. Please send those to me by September 23rd so it can be included in the packet on 9/30 for the October 8th meeting.

- I visited Saugatuck and Fennville and will visit Tamarack and Salem in the next few weeks. I've also worked with multiple libraries on staffing, board and community issues and worked with the coop directors as well.

Manager/Specialist Reports:

Cataloging Services Manager - Jeff Lezman

August 2026 activities

We are continuing to work on moving graphic novels from serial records to monographic records.

We have started several database clean-up projects to prepare for our migration to Polaris, including merging duplicate records, evaluating and correcting data in several item record fields left over from the Dynix system, and replacing less-than-full MARC records with fully cataloged records.

E-mail & telephone consulting contacts: 30

Sierra records manually edited: 138

Hoopla bibliographic records added to Sierra: 20,559

July 2026 Statistics

The statistics for July 2026 show an increase in the number of cataloging requests we received, with an accompanying increase in the number of records cataloged compared to July of last year.

The number of requests received to be cataloged in July was up by 12% compared to July 2025. The number of requests received that were already in the database decreased by 22%.

The number of records copy-cataloged in July increased by 37%, while the number of original records cataloged increased by 91%. The total number of records cataloged increased by 41% compared to the number of records cataloged in June 2025.

Cataloging	July 2026	FYTD	July 2025	FYTD	Monthly %	YTDPCT
Requests Received	**1835**	**15444**	1375	13740	33%	12%

Requests already in database	**62**	**864**	79	919	-22%	-6%
Requests to be cataloged	**1773**	**14580**	1296	12821	37%	14%
Copy Cataloging	**1191**	**11942**	931	10572	28%	13%
Original Cataloging	**465**	**2831**	244	3014	91%	-6%
Total Cataloged	**1656**	**14773**	1175	13586	41%	9%

Cataloging Center Statistics

These statistics show the number of bibliographic records cataloged monthly by Lakeland and the other Cataloging Centers (Hackley, Herrick, Loutit, and MADL). The chart shows how the workload of cataloging is becoming more equitably distributed among all of the Cataloging Centers.

Month	Total	Lakeland Cataloging	Other Cataloging Centers
January	2766	1543	1223
February	2304	1316	988
March	2805	1834	971
April	2792	1655	1137
May	2661	1468	1193
June	3137	1744	1393
July	2737	1656	1081
Total	**19202**	**11216**	**7986**

Delivery & Facility Manager – Tish is on vacation. We will share the reports in a separate email and next month. Delivery is stable. We just received new delivery bags and we are still hopeful you will find extras hanging around and will return them. We will be retiring the older, grungier bags but with hope this unexpected purchase will last us several years.

Nick and I are working on a 5-year building plan. We will present the HVAC quote to the board in October.

Digital Services Specialist – Nicki Johnson

- June Vendor Contacts: 6 Member Contacts: 25 Tickets: 22
- Swank Movie Licenses should be arriving at Lakeland soon. I will send them out with delivery as soon as I see them.
- On October 1, Overdrive/Libby will begin requiring a PIN along with a library card number as authentication. Libraries have been alerted, and I sent a flyer to print or put on websites/social media. The quarterly RLA meeting is 9/8 and Carol and I will attend via Zoom/Teams.

- September 17, I will be hosting a Zoom webinar about Overdrive purchasing. 14 staff members from 11 libraries have already registered. Here is the link: https://docs.google.com/forms/d/e/1FAIpQLSclRQJ5BV5CqfoCWCTI_8p9EqTj3kNpX-sjI4h5oT6AdR2KnA/viewform?usp=header

Finance & HR Assistant - Janet Cornell

- *Budget Amendments*: Most of the time this month has been spent reconciling accounts for our fiscal year end. There were many changes during the year which made this challenging. The adjustments in the operating budget were mainly associated with the changes in delivery that we could not anticipate for when amending the budget in March. Funds are available to cover the extra expenses with decreased spending in other areas of the budget, and we should finish the year with funds left over to be added to the fund balance.
- *New Budget Year*: I have started work on the individual library budgets I send out each year so that you have a breakdown of your expenses in the coming year. Once the budget is approved, I can finish the rest of the work and send them out to you. These should be done within the next couple of weeks.
- *Pass-Through*: I am waiting on a couple of items to close out the fiscal year in the Pass-Through fund. Invoices for the movie license renewals will go out as soon as I receive the bill from Swank, and the ecommerce fines should also be done by the middle of the month.
- *Insurance Renewal*s: We received our insurance renewals for employee health and dental/vision plans. Health care went up a little more than we anticipated, but the dental/vision rates stayed steady. With no increase in dental/vision rates, the budget increases planned for it should cover the extra needed for health care.
- Email and phone consults with Member libraries and vendors: 23

ILS Manager – Ann Langlois
August email, Zoom, and phone consults: member libraries: 62; vendors: 4
August help tickets opened: 142; August help tickets closed: 126

- **Migration**: continues to be my primary focus. Please see the migration information at the beginning of the Director's report.

- **Sierra Clean-Up:** Lakeland staff are also working on various clean-up projects in Sierra, focusing on bib, item, and patron records, in preparation for migration.

- **Patron Lookup Tool:** the KDL/GRPL patron lookup tool, which is maintained by GRPL and facilitates look up of patrons in all 3 ILSes to ensure they're in good standing, will have its password changed on September 16. I will get that new password out to directors; please share it with staff members. As part of security measures, this password will change several times a year.

Member Services Manager – Amber McLain
Email/Phone Consults with Libraries: 42
Email/Phone Consults with Vendors: 57

- **BiblioCommons** continues to function as usual. Intermittent connection issues appear to be resolved, but if you have issues please reach out to tech help.

- **BiblioSuggest** continues to function as usual. I have sent out August's patron suggestions from the LLC Parent catalogs to the affected libraries by September 4, 2026.

- **BiblioApp** continues to function as usual.

- **Patron Point:** The issue with Patron Point reminder emails seems to have been a system-wide glitch on their end. They are investigating and our renewal reminder emails will remain off until they confirm that the bug has been patched.

- *Number of Applications in August 2026:* 958
- *Number of Auto-Renews in August 2026:* 3341

- **Website and Accessibility**
- I am continuing to work on the Lakeland website in between Polaris profiling and other general duties.

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Respectfully submitted,

Carol Dawe

Lakeland Library Cooperative
Leading Through Transitions Workshop

September 10, 2026 – 11:00 a.m. – 3:30 p.m.
Kent District Library – Service and Meeting Center

<table>
<tr><th colspan="2">Agenda</th></tr>
<tr><td>Getting Started
11:00-11:30am</td><td>Welcome and setting the stage. (Carol)
Review of agenda and goals.
What makes change hard?</td></tr>
<tr><td>Change vs Transition
11:30am-noon</td><td>Change is something that happens to you – Transition is a process
Stages of a Transition (Ending, Neutral Zone, New Beginning)</td></tr>
<tr><td>LUNCH
Noon-12:45pm</td><td></td></tr>
<tr><td>Change vs Transition (con't)
12:45-1:15pm</td><td>Activity and Discussion</td></tr>
<tr><td>What makes change hard?
1:15-1:30pm</td><td>Expectations vs Reality
Immunity to Change
Team Dynamics</td></tr>
<tr><td>Managing Conflict
1:30-2:00pm</td><td>Why is conflict hard?
De-escalation Steps
Mapping Change
Activity and Discussion</td></tr>
<tr><td>Creating a Change Management Plan
2:00-3:15pm

Break during this section after top three concerns post-its.</td><td>What are your top three concerns regarding the ILS migration? Report out on post-its.
Table talks about each topic with report out on post-its
Identify for each topic:
Concerns/Fears
What do you need from LLC staff to feel comfortable regarding this area?
What does success look like?</td></tr>
<tr><td>Questions/Discussion
3:15-3:30pm</td><td>Questions & Reflections
Wrap up</td></tr>
</table>

Fast Forward Libraries LLC
fastforwardlibraries.com
info@fastforwardlibraries.com

LAKELAND LIBRARY COOPERATIVE
ADVISORY COUNCIL MINUTES – Unofficial
Thursday, date at 9:30 a.m.
At the KDL Service Center

Council Members Present: Elyshia Hoekstra (OC), Stef Reed (MG), Joe Zappacosta (SM)
Lakeland Staff Present: Amber McLain, Ann Langlois

1) **CALL TO ORDER AND ROLL CALL:** The meeting was called to ord**er at 10:38 by Elyshia Hoekstra.**
2) **APPROVAL OF AGENDA:** Matt Lubbers-Moore moved, supported by Mary Cook to approve the agenda - *motion carried.*
3) **PUBLIC COMMENTS:**
   a) Merri Jo Tuinstra shared that Maranda visited their summer reading kickoff and they saw record numbers.
   b) Ellen Peters shared that Loutit had their ribbon-cutting for their makerspace, as well as their summer reading kickoff.
4) **APPROVAL OF MINUTES:** Abby Black moved, supported by David Edelman**,** to approve the Advisory Council minutes from May 14, 2026 with spelling correction, date addition – *motion carried.*
5) **COUNCIL PRESIDENT REPORTS:** Nothing to report.
6) **BOARD REPORT:** Nothing to report.
7) **ILS MANAGER'S REPORT:** Ann shared that she is almost done contacting libraries to change their Sierra login passwords. She also encouraged anyone that calls tech help to leave a message.
8) **MEMBER SERVICE MANAGER'S REPORT:** Amber reminded everyone that patron point barcodes have been set aside for each library, and if you order physical barcodes in that range there will be duplicates. She also shared that delivery dots will be coming from a new vendor and will be an item that can be ordered directly from Lakeland, and Lakeland will absorb those costs rather than billing out to libraries.
9) **COOPERATIVE DIRECTOR'S REPORT:** Carol shared that the ILS migration process is being planned thoughtfully and meticulously.
10) **OTHER REPORTS:**
   a) Circulation Services Draft Minutes: 5-4-26 included for information.
   b) Youth Services Draft Minutes: 5-4-26 included for information.
   c) MLA: Dale Parus shared that not much is going on – expect a call to action from MLA soon.
12) **NEW AND ONGOING BUSINESS**
   a) *ILS Project Next Steps – Ann Langlois* – Ann shared that there will be a survey going out to gather contact information for a project planner and an IT representative for each library. A third party vendor census will also be sent out to ensure that connections to the ILS remain stable. She also emphasized that deadlines will be strict. The contract will be signed, and then within ten days the migration team at Innovative will begin the process on their end.
   b.) *September Transition Workshop Discussion – Carol Dawe* – Amanda Standerfer will hold a workshop at the September meeting to discuss managing change during this migration process.
13) **PUBLIC COMMENTS:**
   a) A staff member at Flat River will be doing all of the marketing material for MLA. Flat River will also be co-hosting Pride for their area.
14) **NEXT MEETING:** Thursday July 9, 2026, following the 9:30 a.m. Board Meeting at Kent District Library Service Center.
15) **ADJOURNMENT:** Mary Johnson moved, supported by Abby Black, to adjourn at 11:04 - *motion carried.*

Respectfully submitted by,
Amber McLain

LAKELAND LIBRARY COOPERATIVE
FY2025-26 OPERATING BUDGET
Budget Amendment #2 - Reconcile FYE
September 10, 2026

	Current	Amend	Total	Notes
Revenue:				
State Aid	$ 758,051	-	$ 758,051	
Revenue by Libraries	882,879	-	882,879	
Investment Revenue	15,000	-	15,000	
Rebates	100	-	100	
Other Funding Sources:				
Sale of Capital Assets	-	42,431	42,431	**1**
Transfer FB for Operating Expenses	42,431	(42,431)	-	
Total Revenues & Transfers	**$ 1,698,461**	**$ -**	**$ 1,698,461**	
Expenses:				
Salary & Wage Expenses	$ 760,105	$ (11,050)	$ 749,055	
Benefits	133,199	**10,750**	143,949	**2**
Mileage	3,450		3,450	
Professional Development	8,000	(2,500)	5,500	
Supplies	3,840	**8,600**	12,440	**3**
Professional Services	74,650		74,650	
Insurance	17,795	(650)	17,145	
ILS & IT Expenses	385,371	(9,000)	376,371	
Rides Delivery	9,410		9,410	
Delivery Expenses	139,762	(3,900)	135,862	
Member Development	6,000	(1,000)	5,000	
Facility	38,895	**8,750**	47,645	**4**
Bibliocore SBITA	117,984		117,984	
Total Expenditures	**$ 1,698,461**	**$ -**	**$ 1,698,461**	
Net Position	**$ -**	**$ -**	**$ -**	

Notes:

1 - **FB Transfer in Amend 1 was to be offset by sale of the trucks.**

2 - **Adjustment between retirements and closed divisions for defined benefits.**

3 - **Delivery dots and additional delivery bags ordered.**

4 - **Additional repairs; available Building Manager wages moved to facility contracts**

FY20225-26 BUDGET AMENDMENT #2
Reconcile FYE - Department Budget Adjustments - Operating
September 10, 2026

Transfer Adjustments Between Departments within Budget Line Items (Classes)										5i
Dept	Class	Amount	Current Dept Budget	Amended Dept Budget	Dept	Class	Amount	Current Dept Budget	Amended Dept Budget	Notes
State Aid Revenue Total Budget $758,051										
Administration	1	(3,400)	320,311	316,911	Delivery	2	14,600	162,213	176,813	
ILS	4	(8,900)	144,074	135,174						
Cataloging	6	(2,300)	131,453	129,153						
Total Transferred		**$ (14,600)**			**Total Transferred**		**$ 14,600**			

Notes:

5 - Adjustments between departments - no change in total line item budget

i - Balance revenue for expense adjustments made in amendment and for rounding.

Lakeland Library Cooperative
FY2025-26 Pass-Through Budget Amendment #1
Reconciliation Budget Adjustments for Fiscal Year End
September 10, 2026

	Current Budget	Amend	Amended Budget	Notes
Revenue				
628 · Group Supply Revenue	10,700	-	10,700	
629 · Group Collections	94,000	6,400	100,400	6
635 · Group Services	36,350	-	36,350	
637 · Ecommerce Fines	28,000	-	28,000	
672 · Other Revenue	1,750	-	1,750	
Total Revenue	**$ 170,800**	**$ 6,400**	**$ 177,200**	
Expense				
728 · Library Supply Expense	10,700	-	10,700	
729 · Collection Expenses	94,000	6,400	100,400	6
805 · Group Subscriptions	36,350	-	36,350	
807 · Fines Paid	28,000	-	28,000	
880 · Member Development	1,000	-	1,000	
969 · Other Services	750	-	750	
Total Expense	**$ 170,800**	**$ 6,400**	**$ 177,200**	
Net Position	**-**	**-**	**-**	

NOTES:

Increases in budget line items are offset with transfers from other accounts. Changes made for both Revenue and Expense accounts to keep net position change zero.

6 - Increased collections with purchases of VOX books

FY 2026-2027 Budget Packet:

The Personnel and Finance Committees met prior to the August 13th Board Meeting. The DRAFT minutes are included here in the packet. Personnel approved the staffing changes and Finance approved the full budget packet.

The Advisory Council also approved a motion to forward to the FY 2025-2026 Operating Budget and Cost per Library documents for board approval at their August 13th meeting.

The endnotes should provide helpful information and due to requests from members of the Advisory Council I have also added a document to detail cataloging data, the 2024 population report and the Menu Services Formula.

I look forward to the discussion and any questions.

Carol Dawe

September 4, 2026

LAKELAND LIBRARY COOPERATIVE
LEADING • LEARNING • LENDING

PERSONNEL COMMITTEE MEETING
Thursday, August 13th, 2026
Promptly at 8:45 a.m. at Kent District Library Service Center Prior to Board Meeting
DRAFT MINUTES

Committee Members: John McNaughton (GRPL), Chair, Ron Suszek (HDL); Rob Bristow (Georgetown), Abby Black (Allendale)

1. CALL TO ORDER AND ROLL CALL at 8:45 a.m by Chair McNaughton		
2. COMMITTEE APPROVAL OF AGENDA with a motion by Bristow and 2nd by Black	*(m)*	
3. APPROVAL OF MINUTES with a motion by Suszek and 2nd by Black **a.** Minutes from the 12/19/25 Personnel Meeting.	*(m)*	
4. ONGOING/NEW BUSINESS **a.** Salary adjustment and title change for current Finance and HR Specialist and overall salary review/approval. **COMMITTEE APPROVAL OF MOTION by Bristow with a 2nd by Black to approve the salary Adjustment and Title change as presented and discussed.**	*(m)*	
5. NEXT MEETING		
6. ADJOURNMENT: COMMITTEE APPROVED OF MOTION by Bristow at 8:50.	*(m)*	

f – file   i – information   m – motion   p – presentation

LAKELAND LIBRARY COOPERATIVE
LEADING • LEARNING • LENDING

PERSONNEL COMMITTEE MEETING
Friday, December 19, 2025
2:00 p.m.
https://us06web.zoom.us/j/87536523614
Draft minutes

Attending, McNaughton, Black, Bristow, Werner (2:15 arrival)	Motion/Support/Vote
1. CALL TO ORDER AND ROLL CALL	2:07 p.m.
2. APPROVAL OF AGENDA	Bristow, Black, Approved
3. APPROVAL OF MINUTES **a.** Do we have prior minutes from my review?	 N/A
4. ONGOING/NEW BUSINESS **a.** New Cataloging and Collections Services Position b. Revised Vacation Schedule for Employee Handbook	Black, Bristow, Approved McNaughton, Bristow Approved.
5. NEXT MEETING	N/A
6. ADJOURNMENT	2:35

Job Positions	Current Rate/Hr	Current Reg Hrs	Current Gross	New Rate/Hr	New Reg Hrs	New Gross	Hrly Rate Increase	Notes
Director	58.48	2,080	121,633	61.40	2,080	127,714	5%	
Member Services Manager	34.92	2,080	72,626	36.66	2,080	76,258	5%	
Cataloging Services Manager 1	35.08	2,080	72,976	36.84	2,080	76,624	5%	
ILS Manager 1	39.62	2,080	82,400	41.60	2,080	86,520	5%	
Finance & HR Manager	30.87	1,950	60,204	34.87	1,950	68,000	13%	
Cataloger 1	23.00	1,950	32,453	24.15	1,950	47,093	5%	
Cataloging Specialist 2	28.75	2,080	59,794	31.00	2,080	64,482	8%	
Lead Sorter	20.00	1,563	27,673	21.00	1,664	34,944	5%	
Sorter	16.87	780	7,582	17.71	780	13,817	5%	
Sorter	16.87	780	8,098	17.71	780	13,817	5%	
Sorter	16.87	520	5,635	17.71	520	9,211	5%	
Sorter	16.00	520	9,464	16.80	520	8,736	5%	
Extra Sorting Days	16.87	260	4,313	17.71	435	7,705	5%	
Extra Hours/Overage			12,376			369		
Total Salaries/Wages Only			$ 700,516			$ 635,290		

LAKELAND LIBRARY COOPERATIVE
LEADING • LEARNING • LENDING

FINANCE COMMITTEE MEETING
Thursday, August 13th, 2026
Promptly at 8:45 a.m. at Kent District Library Service Center Prior to Board Meeting
DRAFT MINUTES

Committee Members: Matt Lubbers-Moore (Fruitport), Chair, John McNaughton (GRPL) Ex officio, Ron Suszek (HDL); Rob Bristow (Georgetown),

1. CALL TO ORDER AND ROLL CALL at 8:50 a.m by Chair Lubbers-Moore		
2. COMMITTEE APPROVAL OF AGENDA with a motion by Suzek and 2nd by Bristow	*(m)*	
3. COMMITTEE APPROVAL OF MINUTES with a motion by McNaughton and 2nd by Bristow **a.** Minutes from the 08/04/25 Finance Meeting.	*(m)*	
4. ONGOING/NEW BUSINESS A. 2026-2027 Budget Packet 1. Fund Balance Reserves 2. Capital and Growth Fund Budget 3. Pass Through Budget 4. Operating Budget 5. Cost per Library **6.** Endnotes **COMMITTEE APPROVAL OF MOTION by Bristow with a 2nd by McNaughton to approve the 2026-2027 budgets as presented and discussed.**	*(m)*	
5. NEXT MEETING		
6. ADJOURNMENT: COMMITTEE APPROVED OF MOTION by Liubbers-Moore at 8:55.	*(m)*	

f – file i – information m – motion p – presentation

LAKELAND LIBRARY COOPERATIVE
FINANCE COMMITTEE MINUTES – Unofficial
Monday, August 4, 2025 at 1:00 p.m.
VIA ZOOM

Present: Maggie McKeithan (OS), Rob Bristow (OG), Ron Suszek (UM), John McNaughton (GR), Ex Officio
Staff: Carol Dawe, Janet Cornell
Absent: None

1) **CALL TO ORDER AND ROLL CALL:** The meeting was called to order at 1:01 p.m. by Maggie McKeithan.
2) **APPROVAL OF AGENDA:** Rob Bristow moved, supported by Ron Suszek, to approve the agenda as presented - *motion carried.*
3) **APPROVAL OF MINUTES:** Ron Suszek moved, supported by John McNaughton, to approve the Finance Committee minutes from August 1, 2024 as presented – *motion carried.*
4) **NEW BUSINESS:**
   a) Truck procurement and purchase discussion – Carol Dawe reported that we are looking into purchasing a truck but will be following procedures according to the new procurement policy. This requires receiving at least 2 bids, which will be brought to the September board meeting for approval. She did not think it would move quicker than that but if we find a great deal we shouldn't pass on, the policy allows for polling the board with approval formalized at the next board meeting.
   b) 2025-26 Budget Packet – Carol Dawe and Janet Cornell answered questions regarding the budget. A question was raised concerning setting aside funds toward a new ILS system that was planned for the previous budget but was removed due to error in revenue calculations. Carol mentioned waiting until hearing more about what the state will be doing with MelCat but that we could commit funds later once this is resolved. The fund balance transfer needed to balance the current budget year looks like it may not be used so there should be funds left over to consider committing later. Rob Bristow moved, supported by Ron Suszek to approve the budget to go to the August Advisory Committee meeting and to the Board in September – *motion carried.*
5) **NEXT MEETING:** There will not be another meeting scheduled until the next budget planning process.
6) **ADJOURNMENT: The meeting was** adjourn**ed** at **1:16 p**.m. - *motion carried.*

Lakeland Library Cooperative
Fund Balance Reserves
FY2025 through FY2026

	Totals	Notes
Fund Balance Reserves:		
3800 · Fund Balance - Committed	-	
3850 ·Assigned Funds	44,870	1
3990 ·Unassigned Funds	860,403	2
Less Transfer to Capital	-	
Less Transfer to FY26 budget	(62,931)	3
FB Reserves 9/30/2026:	842,342	
PreAudited FY26 Net Position	47,005	
FB Reserves Available as of 9/30/2026:	$ 889,347	4
FY2026-27 Budget Transfer from FB Reserves:		
Assigned Funds-Capital	(20,000)	5
Unassigned Funds	(202,500)	6
FB Reserves Available as of 10/1/2026:	$ 666,847	7

Lakeland Library Cooperative
FY2026-27 Capital and Growth Fund Budget

	FY2025-26 Budget	FY2026-27 Budget	FY2026-27 Over/(Under) FY2025-26	Notes
Revenue				
Investment Revenue	2,000	2,500	500	8
Other Financing Sources				
Fund Balance Transfers In -				
From Operating FB	20,500	122,500	102,000	9
From Capital Reserves	-	20,000	20,000	
Total Revenues	**$ 22,500**	**$ 145,000**	**$ 122,500**	
Expenses				
Building Improvements	7,500	60,000	52,500	10
Technology	15,000	85,000	70,000	11
Total Expenses	**$ 22,500**	**$ 145,000**	**$ 122,500**	12
Net Position	**$ -**	**$ -**	**$ -**	

Lakeland Library Cooperative
FY2026-27 Pass Through Budget

	FY2025-26	FY2026-27	Difference	%	Notes
REVENUES					
Group Supplies	10,700	11,700	1,000	9%	
Group Collections	94,000	100,500	6,500	7%	
Group Services	36,350	42,000	5,650	16%	
Ecommerce Fines	28,000	28,000	-	0%	
Other Revenue	1,750	1,750	-	0%	
Total Revenue	**$ 170,800**	**$ 183,950**	**$ 13,150**	**8%**	
EXPENSES					
Library Supplies	10,700	11,700	1,000	9%	
Group Collection Expense	94,000	100,500	6,500	7%	
Group Subscriptions	36,350	42,000	5,650	16%	
Other Prof Services	28,750	28,750	-	0%	
Member Development	1,000	1,000	-	0%	
Total Expenses	**$ 170,800**	**$ 183,950**	**$ 13,150**	**8%**	13
Net Position	$ -	$ -	$ -	0	

LAKELAND LIBRARY COOPERATIVE
FY2026-27 OPERATING BUDGET
Revenue and Expense Detail

	Total FY2025-26	Total FY2026-27	FY2027 Over (Under) FY2026	Percent Change	Notes
Revenue:					
State Aid	$758,051	$ 769,821	$ 11,770	1.6%	14
Revenue by Libraries	882,879	945,201	62,322	7.1%	15
Investment Revenue	15,000	17,000	2,000	13.3%	16
Rebates	100	100	-	0.0%	
Transfers from FB	42,431	80,000	37,569	88.5%	17
Total Revenues	**$1,698,461**	**$ 1,812,122**	**$ 113,661**	**6.7%**	
Salary & Wage Expenses					
Salaries & Wages	$700,516	$ 635,290	$ (65,226)	-9%	
Payroll Taxes	59,589	53,007	(6,582)	-11%	
Total Salaries/Taxes	**$760,105**	**$ 688,295**	**$ (71,810)**	**-9%**	18
Benefits					
Health/Disability/Life/EAP	91,310	108,480	17,170	19%	19
MERS Retirement DB	28,549	28,252	(297)	-1%	20
MERS Retirement DC 401	9,800	10,300	500	5%	20
Worker's Compensation	3,540	1,245	(2,295)	-65%	21
Total Benefits	**$ 133,199**	**$ 148,277**	**$ 15,078**	**11%**	
Mileage	3,450	3,450	-	0%	22
Total Mileage	**$ 3,450**	**$ 3,450**	**$ -**	**0%**	
Professional Development					
Confs/Training	7,500	7,500	-	0%	
Staff Development	500	500	-	0%	
Total Prof Development	**$ 8,000**	**$ 8,000**	**$ -**	**0%**	
Supplies					
Office Supplies	2,500	3,700	1,200	48%	23
Prof Coll	340	200	(140)	-41%	24
DeliverySupplies	1,000	1,960	960	96%	25
Total Supplies	**$ 3,840**	**$ 5,860**	**$ 2,020**	**53%**	
Professional Services					
Audit	9,500	9,500	-	0%	
Memberships	4,280	4,340	60	1%	
Bank Service Fees	1,870	1,870	-	0%	
Consulting Services	55,000	57,750	2,750	5%	
Legal Fees	4,000	4,000	-	0%	

LAKELAND LIBRARY COOPERATIVE
FY2026-27 OPERATING BUDGET
Revenue and Expense Detail

	Total FY2025-26	Total FY2026-27	FY2027 Over (Under) FY2026	Percent Change	Notes
Total Professional Services	**$ 74,650**	**$ 77,460**	**$ 2,810**	**4%**	
Insurance					
D&O	2,380	2,380	-	0%	
Umbrella	1,500	1,500	-	0%	
Commercial Property Ins.	3,040	3,140	100	3%	
Vehicle Insurance	8,225	-	(8,225)	-100%	26
Cyber Security Insurance	2,650	2,783	133	5%	
Total Insurance	**$ 17,795**	**$ 9,803**	**$ (7,992)**	**-45%**	
ILS & IT Expenses					
Authority Control	8,010	8,610	600	7%	
Sky River	50,730	50,780	50	0%	
III Maintenance	214,328	228,562	14,234	7%	
Bibliocommons	118,067	124,000	5,933	5%	
Notification Services	18,200	9,000	(9,200)	-51%	27
Syndetics Subscript	23,735	24,570	835	4%	
Shoutbomb	5,856	5,856	-	0%	
Patron Point	25,400	28,000	2,600	10%	28
Overdrive Platform	9,330	9,330	-	0%	
IT Equip/Operations	$29,700	$ 29,700	-	0%	
Total ILS & IT Expenses	**$ 503,356**	**$ 518,408**	**$ 15,052**	**3%**	
Rides Delivery	9,410	9,840	430	5%	29
Total Rides Delivery	**$ 9,410**	**$ 9,840**	**$ 430**	**5%**	
Delivery Expenses					
Delivery Services	110,034	274,284	164,250	149%	
Fuel	11,490	-	(11,490)	-100%	
Driver Certification	1,610	-	(1,610)	-100%	
Vehicle Maint/Repair	16,628	-	(16,628)	-100%	
Total Delivery Expenses	**$ 139,762**	**$ 274,284**	**$ 134,522**	**96%**	30
Member Development					
Continuing Education	5,000	5,000	-	0%	
Member Development	1,000	1,000	-	0%	
Total Member Development	**$ 6,000**	**$ 6,000**	**$ -**	**0%**	
Facility					
Utilities	11,105	11,685	580	5%	
Telephone	6,390	6,480	90	1%	
Repairs & Maintenance	6,650	7,650	1,000	15%	31
Facility Service Contracts	14,750	36,630	21,880	148%	32

LAKELAND LIBRARY COOPERATIVE
FY2026-27 OPERATING BUDGET
Revenue and Expense Detail

	Total FY2025-26	Total FY2026-27	FY2027 Over (Under) FY2026	Percent Change	Notes
Total Facility	**$ 38,895**	**$ 62,445**	**$ 23,550**	**61%**	
Total Expenditures	**$1,698,461**	**$ 1,812,122**	**$ 113,661**	**6.7%**	33

Lakeland Library Cooperative
FY2026-27 Cost Per Library

Library	Total FY2025-26 LLC Fees	Total FY2026-27 LLC Fees	FY26-27 Over (Under) FY25-26	%	Notes
Allendale Township	26,827	28,915	2,087	7.8%	
Alvah N. Belding Memorial	20,215	21,269	1,055	5.2%	
Carson City Public/Crystal Public	21,919	23,481	1,562	7.1%	
Cedar Springs Public	17,461	19,046	1,585	9.1%	
Coopersville Area District Library	18,464	20,123	1,659	9.0%	
Croton Township Library	14,256	15,019	763	5.4%	
Dorr Township	17,919	19,673	1,754	9.8%	
Fennville District	20,397	21,468	1,072	5.3%	
Flat River Community (Greenville)	25,946	29,178	3,232	12.5%	
Freeport District	14,976	16,334	1,358	9.1%	
Fremont Area District	21,957	23,965	2,008	9.1%	
Fruitport District Library	18,786	20,211	1,425	7.6%	
Gary Byker (Hudsonville)	21,613	23,573	1,960	9.1%	
Georgetown Township (Jenison)	39,192	41,828	2,636	6.7%	
Grand Rapids Public	7,562	7,967	405	5.4%	
Grant Area District	18,758	19,704	946	5.0%	
Hackley Public (Muskegon)	26,712	28,041	1,330	5.0%	
Hastings Public	18,602	20,240	1,638	8.8%	
Henika District (Wayland)	17,230	18,889	1,659	9.6%	
Herrick District (Holland)	52,967	55,148	2,181	4.1%	
Hesperia Community	14,942	16,053	1,111	7.4%	
Home Township (Edmore)	14,416	15,209	793	5.5%	
Hopkins Public	14,449	15,251	803	5.6%	
Howard Miller (Zeeland)	28,905	32,383	3,479	12.0%	
Ionia Community	23,301	24,522	1,221	5.2%	
Kent District	7,299	7,676	377	5.2%	
Lake Odessa Community	15,048	15,851	803	5.3%	
Leighton Township (Moline)	17,451	19,081	1,630	9.3%	
Loutit District (Grand Haven)	27,072	28,198	1,125	4.2%	
Muskegon Area District	54,505	56,977	2,472	4.5%	
Newaygo Area District	16,358	17,339	981	6.0%	
Patmos (Jamestown)	19,224	20,233	1,009	5.3%	
Salem Township (Burnips)	17,956	19,555	1,599	8.9%	
Saranac/Clarksville Public	22,514	23,716	1,203	5.3%	
Saugatuck-Douglas District	15,996	17,554	1,558	9.7%	
Sparta Carnegie Township	17,588	19,381	1,793	10.2%	
Spring Lake District	24,797	26,104	1,307	5.3%	
Tamarack District (Lakeview)	19,276	21,207	1,931	10.0%	
Thornapple-Kellogg (Middleville)	17,745	19,078	1,333	7.5%	
Timothy C Hauenstein Reynolds Tow	17,618	18,661	1,043	5.9%	
White Cloud Community	17,523	18,402	879	5.0%	
White Lake Community	17,137	18,696	1,558	9.1%	
TOTAL	$ 882,879	$ 945,201	$ 62,322	7.1%	34

Lakeland Library Cooperative

FY2026-2027 Budget Endnotes

1. These are assigned funds to the Capital Budget.
2. These are the assigned funds to the Operating Budget
3. This is the amount we transferred to Operating in order to fund the New Delivery Model.
4. This is the estimated reserves as of the end of this current fiscal year, 9/30/2026.
5. Amount of Assigned Funds we will move to Capital for FY26-27.
6. Amount of Unassigned Funds will we move to Operating for FY26-27.
7. After we apply the reserves to the 2026-2027 budgets, we will have $666,847 in our Fund Balance (Pre-audit estimate.) The next goal is to provide a plan to gradually rebuild these funds over the next several years.
8. Interest rates are higher and our funds have growth so are investment revenue has also increased.
9. The Fund Balance is divided into two areas/funds: Operating and Capital. We have always moved $20,000 annual to fund the Capital Budget. This transfer of $102,000 from “Operating” (not to be confused with the operating budget) will cover the ILS migration costs.
10. This cost of $60,000 will cover $49,000 in new air conditioning units. The current units are over 25 years old. Other repairs such as gutters, concrete repairs in the garage and as needed improvements are also included.
11. We have allotted $85,000 for technology to pay for the ILS implementation fees, training and equipment costs. These are one time costs.
12. It is important to remember that the migration will be completed by the end of September, 2027.
13. This is a pass through budget and estimates costs for each library’s part in group purchases. This is a value added service that provides significant savings to our member libraries.
14. With a service population of 1.4 million, this increase provides about 8/10th of a cent per resident or $11,770.00. Every penny helps.

15. On average costs have increased by approximately 7%. The Cost per Library budget sheet will provide more details.
16. Again, as with the interest in the Capital Budget, we are earning more interest revenue from our MiClass accounts.
17. In order to balance the budget and not charge the libraries for the ILS Migration, the board approved using reserves from our Fund Balance.
18. The Personnel Committee will discuss this but overall salaries have decreased with the outsourcing of our drivers and the retirement of our Delivery Manager. We have increased a few salaries such as the Finance and HR Manager (new title too) and the Cataloger Specialist 2 to make these salaries more competitive. I will work on reclassifying the catalogers now that we have two full-time positions.
19. We always allow for a 15% increase and we also had an addition of a spouse being covered.
20. We are still sorting out the future costs since we created the new division for the retired drivers. We just received word that these costs will decrease but we left them “as-is” for now until we get the final documentation. We can amend the budget as needed at a later date.
21. Big savings without the drivers costs.
22. Mileage was well under budget this year so no increase needed even with the migration coming up.
23. We increased this due to the decision to pay for deliver dots out of the operating budget and not the pass-through because the billing costs were more than the dots themselves. Amber got us a better product and cost savings too!
24. We lessened this to add to supplies and we weren’t purchasing much.
25. We finally ran out of cataloging (OCLC) cards and we need to purchase them so we increased the budget. We use these cards on our delivery bags. We pay for the actually delivery bags out of our capital budget.
26. No longer needed.
27. We had budgeted for an enhanced service but with the migration, didn’t move forward.
28. We are still figuring out the renewal validation costs. Again, we take this out of operating because the billing costs more that the charges.

29. Fuel Surcharge. (The Coop directors are meeting with MCLS about this in August. We are very fortunate we control our own delivery costs. The other cooperatives are very concerned.
30. Delivery charges were a major change this year but in the long run, the prudent thing to do for long-term savings and sustainability.
31. Increased slightly to allow improvements from within Operating so that we don't have to wait for board approval under a certain cost.
32. We added a contract for our facilities management with Heimler Associates and 3 months in, it is working very well. This contract is at a lower rate than for IT.
33. Again, over all, a 6.7% average increase in costs.
34. For Cost per library, increases are for annual increases as detailed above. Libraries that increased their collections, saw increases to their cataloging costs. This is true for those libraries with more than 7% cost increases but overall it only works out to an additional .4% of our overall increase in costs.

Many thanks to Janet for all her efforts every day and in every line item!

Library Name	2023 Holdings	2024 Holdings	2025 Holdings	FY2026-27 3-Yr Avg	Total %	SkyRiver %
Allendale Township	2,499	2,447	2,704	2,550	3.1%	1.9%
Alvah N. Belding Memorial	2,815	1,905	2,251	2,324	2.8%	1.8%
Carson City Public/Crystal Public	2,301	1,636	1,626	1,854	2.2%	1.4%
Cedar Springs Public	1,437	1,795	2,286	1,839	2.2%	1.4%
Coopersville Area District Library	1,953	1,829	2,034	1,939	2.3%	1.5%
Croton Township Library	1,004	805	753	854	1.0%	0.6%
Dorr Township	2,522	2,822	2,520	2,621	3.2%	2.0%
Fennville District	2,313	2,152	1,615	2,027	2.4%	1.5%
Flat River Community (Greenville)	5,336	7,020	6,771	6,376	7.7%	4.8%
Freeport District	879	1,022	1,398	1,100	1.3%	0.8%
Fremont Area District	3,658	3,253	3,198	3,370	4.1%	2.6%
Fruitport District Library	1,885	1,400	1,493	1,593	1.9%	1.2%
Gary Byker (Hudsonville)	3,571	3,246	3,336	3,384	4.1%	2.6%
Georgetown Twp Public (Jenison)	5,755	5,903	5,322	5,660	6.8%	4.3%
Grand Rapids Public						
Grant Area District	2,398	2,323	1,632	2,118	2.6%	1.6%
Hackley Public (Muskegon)	5,647	4,610	4,909	5,055		3.8%
Hastings Public	1,482	1,671	2,171	1,775	2.1%	1.3%
Henika District (Wayland)	2,540	2,296	1,931	2,256	2.7%	1.7%
Herrick District (Holland)	17,998	17,930	19,120	18,349		13.9%
Hesperia Community	1,248	779	876	968	1.2%	0.7%
Home Township (Edmore)	889	797	721	802	1.0%	0.6%
Hopkins District	942	625	685	751	0.9%	0.6%
Howard Miller (Zeeland)	7,088	6,371	5,474	6,311	7.6%	4.8%
Ionia Community	2,115	2,079	1,844	2,013	2.4%	1.5%
Kent District						
Lake Odessa Community	1,037	1,054	1,056	1,049	1.3%	0.8%
Leighton Township (Moline)	2,301	2,571	2,225	2,366	2.9%	1.8%
Loutit District (Grand Haven)	8,035	8,092	8,427	8,185		6.2%
Muskegon Area District	19,748	18,259	15,324	17,777		13.5%
Newaygo Area District	1,330	1,368	1,221	1,306	1.6%	1.0%
Patmos (Jamestown)	1,982	2,750	2,135	2,289	2.8%	1.7%
Salem Township (Burnips)	2,088	2,359	2,080	2,176	2.6%	1.6%
Saranac/Clarksville Public	2,494	2,117	1,848	2,153	2.6%	1.6%
Saugatuck-Douglas District	1,805	2,090	1,891	1,929	2.3%	1.5%
Sparta Carnegie Township	2,399	2,636	3,054	2,696	3.3%	2.0%
Spring Lake District	3,720	3,527	2,610	3,286	4.0%	2.5%
Tamarack District (Lakeview)	3,116	3,209	3,664	3,330	4.0%	2.5%
Thornapple-Kellogg (Middleville)	472	595	541	536	0.6%	0.4%
Tim Reynolds Twp	1,625	1,596	1,411	1,544	1.9%	1.2%
White Cloud Community	1,801	1,221	1,512	1,511	1.8%	1.1%
White Lake Community	2,189	1,792	2,314	2,098	2.5%	1.6%
TOTALS:	124,999	131,952	127,983	132,117	82,751	132,117

Highlighted libraries only contribute to SkyRiver Fees; percentages based on the total for each.

LIBRARY OF MICHIGAN - DEPT OF EDUCATION
COOPERATIVE POPULATION REPORT For
FY2024 State Aid

Library Name	Cooperative	Square Miles	Population	County
Allendale Township Library	Lakeland	63.72	35,384	Ottawa
Alvah N. Belding Memorial Library	Lakeland	81.04	11,087	Ionia
Carson City Public Library	Lakeland	170.93	13,145	Montcalm
Cedar Springs Public Library	Lakeland	37.66	10,123	Kent
Coopersville Area District Library	Lakeland	115.91	12,679	Ottawa
Croton Township Library	Lakeland	34.04	3,368	Newaygo
Dorr Township Library	Lakeland	36.15	7,922	Allegan
Fennville District Library	Lakeland	158.89	14,496	Allegan
Flat River Community Library	Lakeland	106.45	18,223	Montcalm
Freeport District Library	Lakeland	71.04	6,102	Barry
Fremont Area District Library	Lakeland	148.96	13,885	Newaygo
Fruitport District Library	Lakeland	30.01	14,575	Muskegon
Gary Byker Memorial Library of Hudsonville	Lakeland	28.62	12,373	Ottawa
Georgetown Township Public Library	Lakeland	33.46	54,091	Ottawa
Grand Rapids Public Library	Lakeland	44.64	198,917	Kent
Grant Area District Library	Lakeland	98.51	8,861	Newaygo
Hackley Public Library	Lakeland	16.77	40,907	Muskegon
Hastings Public Library	Lakeland	60.83	13,514	Barry
Henika District Library	Lakeland	35.35	7,978	Allegan
Herrick District Library	Lakeland	180.99	109,385	Ottawa
Hesperia Community Library	Lakeland	132.84	5,839	Newaygo
Home Township Library	Lakeland	70.83	4,343	Montcalm
Hopkins District Library	Lakeland	67.31	4,851	Allegan
Howard Miller Library	Lakeland	85.70	25,071	Ottawa
Ionia Community Library	Lakeland	138.07	23,680	Ionia
Kent District Library	Lakeland	734.09	439,194	Kent
Lake Odessa Community Library	Lakeland	47.71	4,293	Ionia
Leighton Township Library	Lakeland	34.88	7,001	Allegan
Loutit District Library	Lakeland	80.26	39,331	Ottawa
Muskegon Area District Library	Lakeland	395.15	107,920	Muskegon
Newaygo Area District Library	Lakeland	52.57	7,494	Newaygo
Patmos Library	Lakeland	35.59	9,630	Ottawa
Salem Township Library	Lakeland	71.58	8,289	Allegan
Saranac Clarksville District Library	Lakeland	111.54	10,470	Ionia
Saugatuck-Douglas District Library	Lakeland	26.45	5,686	Allegan
Sparta Carnegie Township Library	Lakeland	36.52	9,395	Kent
Spring Lake District Library	Lakeland	58.24	19,868	Ottawa
Tamarack District Library	Lakeland	183.49	10,328	Montcalm
Thornapple Kellogg School and Community	Lakeland	108.22	18,577	Barry
Timothy C. Hauenstein Reynolds Township	Lakeland	90.03	9,992	Montcalm
White Cloud Community Library	Lakeland	257.31	8,766	Newaygo
White Lake Community Library	Lakeland	66.97	12,381	Muskegon
		4,439.32	1,399,414	
Unserved Area				
Big Prairie Township		5.66	438	Newaygo

Bridgeton Township		3.37	212	Newaygo
Bushnell Township		1.47	63	Montcalm
Ensley Township		20.32	1,483	Newaygo
Keene Township		1.21	59	Ionia
North Plains Township		2.14	71	Ionia
Ronald Township		0.15	8	Ionia
Ronald Township		14.60	749	Ionia
Whitehall Township		0.22	42	Muskegon
Yankee Springs Township		9.61	1,624	Barry
		58.75	4,749	
Total Population		**4,498.07**	**1,404,163**	

LAKELAND LIBRARY COOPERATIVE
MENU SERVICES FORMULAS FOR COST TO LIBRARIES
Adopted by the Board: May 11, 2017
Amended: July, 2022

Charges divided equally for all participating libraries

- Administration
- Delivery
- IT Operations (Within Lakeland)

Charges divided by Per Capita by participating libraries

- MeL Delivery – RIDES

Charges divided by percentage of holdings added, averaged over 3 previous years by participating libraries

- Cataloging Services
- SkyRiver Cataloging Utility

Charges divided 50% Per Capita and 50% equally by participating libraries

- Authority Control
- ILS (All inclusive)
- IT Support for ILS