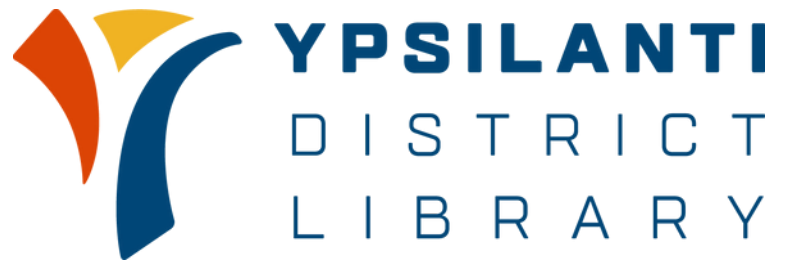


BOARD OF TRUSTEES



2026

INFORMATION PACKET



Wednesday

April 15, 2026

6:30pm

YDL-Superior



Ypsilanti District Library
YDL Board Meeting, April 15, 2026, 6:30 pm, YDL – Superior Meeting Room
AGENDA

AGENDA ITEM	Information	Discussion	Action
Call to Order	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
*Roll Call Kristy Cooper <input type="checkbox"/> Bethany Kennedy <input type="checkbox"/> Theresa M. Maddix <input type="checkbox"/> Patricia Horne McGee <input type="checkbox"/> Open Trustee <input type="checkbox"/> Chris Tebbens <input type="checkbox"/> Jean Winborn <input type="checkbox"/>			
Approval of the Agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public Comment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Swearing-in of new Trustee	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Introduction of new Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welcome: Kathryn Takach, Superior Branch Manager			
Presentation: YDL 2025 Annual Report by Sam Killian, Community Relations Coordinator			
Presentation: K. Cain Consulting Strategic Planning Proposal overview via Zoom			
Consent Agenda			
A. Proposed Minutes from March 25, 2026, Regular meeting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
B. March 2026 Financials and Check Register	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Communications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Committee Reports			
A. Facilities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
B. Personnel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
C. Strategic Planning	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
D. Trustee Appointment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Director's Report			
A. Monthly Report	<input checked="" type="checkbox"/>		
B. Quarterly Reports	<input checked="" type="checkbox"/>		
C. Dashboards	<input checked="" type="checkbox"/>		
D. Departmental Reports	<input checked="" type="checkbox"/>		
Old Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New Business			
A. Award of strategic plan facilitation contract	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Board Member Comments	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Adjournment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Minutes
of
Previous
Meeting**

Ypsilanti District Library
Board of Trustees Meeting
Minutes, March 25, 2026 (Unapproved)

CALL TO ORDER

President Kristy Cooper called the Regular Meeting to order at 6:30 p.m.

ATTENDANCE

Trustees Present: Trustee Kristy Cooper, Bethany Kennedy, Theresa M. Maddix, Patricia Horne McGee, and Chris Tebbens formed a quorum. Trustee Jean Winborn arrived at 6:40pm while the final Trustee position remains vacant.

Also present: Director Lisa Hoenig and Office Manager Andrew Hamilton, as well as Kyle Keaffaber, KrM Architecture.

APPROVAL OF THE AGENDA

Trustee Horne McGee moved to approve the agenda and Trustee Kennedy supported this motion.

Vote: Ayes: 5
Nays: 0
Motion: Passed
Absent: 2

PUBLIC COMMENT

Mani Brito – Brought to the Board’s attention deficiencies in the current bus stop infrastructure and location of the stops in relation to the three branch libraries. Would like this topic to be included in the next strategic plan.

PRESENTATION OF PROPOSED FEASIBILITY STUDY FOR MICHIGAN AVENUE

Kyle Keaffaber, KrM Architecture – provided an overview of the proposed feasibility study for the Michigan Avenue location. Presentation included brief overview of the proposed design, summary of partner companies who would perform the work and similar projects these organizations have worked on. Study would provide details on costs and timelines for future planning purposes.

CONSENT AGENDA

Trustee Tebbens had several questions on the current run rates on certain lines of the budget which Director Hoenig explained. Trustee Horne McGee moved to approve consent agenda (February 25, 2026 Regular meeting minutes and February 2026 Financials and Check Registers). Trustee Winborn supported this motion.

Vote: Ayes: 6
Nays: 0
Motion: Passed
Absent: 1

COMMUNICATION

Director Hoenig pointed out the recently awarded grant from the Michigan Arts and Culture Council, part of which will assist in the purchasing of new sound equipment for the Noise Permit event. She highlighted the recent conversation with DTE where they acknowledged the Tax Exempt status of the Superior branch and refunded the corresponding credit on the next billing statement. She also spoke

Ypsilanti District Library
Board of Trustees Meeting
Minutes, March 25, 2026 (Unapproved)

about the nice write-up of the Outreach Department in the Peacenic Newsletter from March 2026. Next, she mentioned the Washtenaw Literacy 2026 Emerald Awards Celebration where YDL will receive the Gateway Award and urged any Trustees to attend if they wished. Finally, she closed by pointing out the Leadership Brief from the Urban Libraries Council, which is also part of the online Trustee manual.

COMMITTEE REPORTS

Facilities Committee – Director Hoenig had nothing to add to her written report but did clarify that the installation of the bike station at Michigan Avenue should happen before the April Board meeting.

Personnel Committee – had no report but Director Hoenig did confirm Trustee Tebbens question regarding the successful hiring of the Security Coordinator.

Friends of the Library – Assistant Director Smith detailed the recent book sales and meetings held by the group and updated the Board on the current officers of the group. She detailed the recent sales numbers and current membership numbers, as well as the work towards producing a new logo. She closed with specifics about the expected \$35K donation for FY 25-26, not including the \$24K the group donated to purchase the Community Room tables.

REPORT OF THE LIBRARY DIRECTOR

Director Hoenig pointed to her written report while she provided more details about the hiring of the Security Coordinator and two new Pages for the Whittaker branch. Reminded the Trustees that the next meeting is at Superior on April 15th, 2026. She discussed the recent staffing needs at the Michigan Avenue location and the determination that an additional part-time paraprofessional was warranted and would fit into the existing budget. She spoke about National Library Week and solicited “Joy Spreaders” to assist her with the opportunities to surprise and delight some lucky kids and adults at all three branches the week of April 20th. She mentioned the first two new volunteers started under the re-worked program and that interviews for social worker candidates will also begin shortly. She closed with information about the Bookmobile’s carpet and the estimated cost of replacement.

OLD BUSINESS

A. Committee Appointments by President

President Cooper confirmed the Committee Appointments as listed in the packet. The new Trustee will become the Board’s Friends of the Library Liaison.

B. Discussion of Trustee vacancy and a potential special meeting to conduct interviews

President Cooper confirmed the appointments of a Trustee Appointment Committee for the vacant trustee position composed of Trustee Winborn, Trustee Tebbens and herself. The Board supported the Committee to not only interview but to also select the new Trustee.

NEW BUSINESS

A. Consideration of a proposed Feasibility Study for a third floor addition for Michigan Avenue

The trustees held a robust discussion regarding this item. Concerns were raised by several trustees and addressed while others spoke in support of the study.

Ypsilanti District Library
Board of Trustees Meeting
Minutes, March 25, 2026 (Unapproved)

YPSILANTI DISTRICT LIBRARY

RESOLUTION NO. 2026-11

March 25, 2026

RESOLUTION TO ENGAGE KRM ARCHITECTURE TO PERFORM A THIRD FLOOR
EXPANSION STUDY OF THE MICHIGAN AVENUE LIBRARY

Whereas, YDL's 2022 strategic plan calls for a feasibility study for a future expansion of Michigan Avenue, and Architect Kyle Keaffaber has been working with YDL on this vision since the 2019 space needs assessment, and

Whereas, the 2023 Michigan Avenue flood redirected priorities to restoration and renovation in the short term, and

Whereas, YDL will begin a new strategic planning process this summer, and feasibility study results are desired to give all participants up-to-date information on this long-range vision, and

Whereas, Kyle Keaffaber has presented a proposal to the Board for the feasibility study, including a not-to-exceed cost and a timeline to efficient completion, Now Therefore,

IT IS RESOLVED THAT THE YPSILANTI DISTRICT LIBRARY BOARD hereby engages krm Architecture to conduct a feasibility study for the future expansion of the Michigan Avenue library as described in the proposal for a total cost not-to-exceed \$28,000.

BE IT FURTHER RESOLVED that costs in excess of the \$10,000 included in the 2025-26 operating budget will be paid from the Capital Asset Replacement fund.

OFFERED BY: Trustee Horne McGee

SUPPORTED BY: Trustee Kennedy

YES: 6 NO: 0 ABSENT: 1 VOTE: 6-0 Passed

- B. Proposal to replace the Whittaker HVAC system's glycol feeder

YPSILANTI DISTRICT LIBRARY

RESOLUTION NO. 2026-12

March 25, 2026

Ypsilanti District Library
Board of Trustees Meeting
Minutes, March 25, 2026 (Unapproved)

**RESOLUTION TO AUTHORIZE THE INSTALLATION OF A NEW ADVANTAGE DIGITAL
GLYCOL FEEDER IN THE HVAC SYSTEM AT WHITTAKER ROAD**

Whereas, the Whittaker Road heating, ventilating and air conditioning system is 23 years old and its parts are aging, and

Whereas, the system’s glycol feeder has failed and needs to be replaced, and

Whereas, Campbell, Inc. has provided a proposal to remove the old glycol feeder and install the specified new one, Now Therefore

IT IS RESOLVED BY THE YPSILANTI DISTRICT LIBRARY BOARD that:

The attached proposal from Campbell, Inc. to replace the glycol feeder at Whittaker Road at a cost of \$9,947 is approved.

BE IT FURTHER RESOLVED that:

The Capital Asset Replacement Fund will be used for this project.

OFFERED BY: Trustee Maddix

SUPPORTED BY: Trustee Tebbens

YES: 6 **NO:** 0 **ABSENT:** 1 **VOTE:** 6-0 Passed

BOARD MEMBER COMMENTS

Trustee	Comment
Trustee Cooper	Stated she was looking forward to meeting with all the trustee applicants and finding the next Trustee for the Board.
Trustee Winborn	Mentioned a book club she started with Head of Youth Services Jodi Krahnke and thanked the staff in general for making these things happen and being so wonderful.
Trustee Maddix	Discussed gardening and her interactions with people around this activity and how she found out Melvin Parson had her garden spot before she did. She tied this into the oral histories at YDL and mentioned that she listened to the interview Trustee Winborn had with this individual. Trustee Maddix wanted to point out the breadth of resources at YDL and the value of these resources to the community.
Trustee Tebbens	Discussed how happy he was to see the turnout for the Trustee event and see the interest in the position and the library system.
Trustee Kennedy	Provided an anecdote about her recent experience when she witnessed a group of children and their families singing and she just loved it. Thanked all the programming at the library which makes this a reality for these families.
Trustee Horne McGee	No Comment

Ypsilanti District Library
Board of Trustees Meeting
Minutes, March 25, 2026 (Unapproved)

ADJOURNMENT

Trustee Kennedy moved to adjourn at 7:39 p.m. Trustee Winborn seconded this motion.

Financial Report

**Ypsilanti District Library
Balance Sheet
March 31, 2026
General Fund**

	FYE 11/30/21 ACTUAL	FYE 11/30/22 ACTUAL	FY 11/30/23 ACTUAL	FY 11/30/24 ACTUAL	FY 11/30/25 ACTUAL	FYTD 3/31/2026	Current FYTD Variance from 11/30/25
Assets:							
Total Cash & Cash Equivalents	3,413,908	3,497,836	4,132,885	3,709,186	4,147,604	6,468,951	2,321,347
Receivables & Other assets	108,670	132,113	89,635	249,535	181,816	121,903	(59,913)
Total Assets	3,522,578	3,629,949	4,222,520	3,958,721	4,329,420	6,590,855	2,261,435
Liabilities							
	344,511	215,951	1,160,956	315,649	310,268	103,156	(207,112)
Composition of Fund Balance							
Reserved:							
Yoder Memorial	3,252	3,252	3,252	3,252	3,252	3,252	0
Yates Memorial	3,357	3,357	3,357	3,357	3,357	3,357	0
Designated:							
Improvement Fund	352,434	352,434	-	-	-	-	0
Working Capital	500,000	500,000	500,000	500,000	500,000	500,000	0
Unreserved/Undesignated	1,852,576	2,319,024	2,907,407	2,554,937	3,140,258	3,512,544	372,286
Current Year Surplus(Deficit)	446,448	235,931	(352,452)	581,526	372,286	2,468,547	2,096,261
Total Fund Balance	3,158,067	3,413,998	3,061,564	3,643,072	4,019,152	6,487,699	2,468,547
Total Liabilities & Fund Balance	3,502,578	3,629,949	4,222,520	3,958,721	4,329,420	6,590,855	2,261,435

Ypsilanti District Library
Period Ending 3/31/26 (33.3% of Year)
General Fund

ACCT #	FY 11/30/23 ACTUAL	FY 11/30/24 ACTUAL	FY 11/30/25 ACTUAL	Original FY 2025-2026 BUDGET	YTD 3/31/2026 ACTUAL	REMAINING BUDGET	YTD AS A % OF BUDGET
Total Revenues	6,437,010	7,042,451	7,656,643	7,512,536	5,237,356	2,275,180	69.7%
Expenditures							
Dept 100 Administrative	2,799,845	3,088,772	3,499,974	3,682,619	1,186,619	2,496,000	32.2%
Dept 200 Michigan Ave.	679,655	706,194	731,794	814,606	235,590	579,016	28.9%
Dept 300 Outreach	285,464	291,164	313,695	337,965	101,993	235,972	30.2%
Dept 400 Superior Township	482,563	573,703	570,053	605,141	182,633	422,508	30.2%
Dept 500 Whittaker Rd	1,266,793	1,240,498	1,385,171	1,487,537	443,302	1,044,235	29.8%
Dept 600 Donations	79,576	44,096	40,370	-	8,119	(8,119)	NA
Dept 700 Grants	43,127	1,146	43,300	-	10,554	(10,554)	
Total	5,637,023	5,945,573	6,584,357	6,927,868	2,168,809	4,759,059	31.3%
Net Revenue Over Expenditures	799,987	1,096,878	1,072,286	584,668	3,068,547		
Sale of Assets	-	-	-	-	-		
Board Designation of Funds	(1,152,434)	(515,352)	(700,000)	-	(600,000)		
Fund balance - beginning of period	3,413,998	3,061,551	3,643,078	4,015,363	4,015,363		
Fund Balance - end of period	3,061,551	3,643,078	4,015,363	4,600,031	6,483,910		

**Ypsilanti District Library
General Fund
Period Ending 3/31/2026
(33.3% of Year)**

ACCT #	ACCOUNT NAME	FY 11/30/23 ACTUAL	FY 11/30/24 ACTUAL	FY 11/30/25 ACTUAL	Original FY 2025-2026 BUDGET	YTD 3/31/2026 ACTUAL	YTD AS A % OF BUDGET
Revenue							
403.000	Superior Township Tax Levy	1,076,710	1,150,986	1,353,566	1,294,714	1,072,296	82.8%
425.000	City of Ypsilanti Tax Levy	944,675	998,345	1,055,610	1,113,046	265,474	23.9%
425.075	PPT Reimbursement	33,869	51,006	47,986	40,000	5,876	14.7%
440.000	Ypsilanti Township Tax Levy	3,862,384	4,144,238	4,416,852	4,544,726	3,703,668	81.5%
441.000	Renaissance Zone Reimb	66,774	66,572	66,071	65,000	0	0.0%
443.000	State Aid Direct	44,630	44,916	47,814	47,850	0	0.0%
447.000	State Aid Indirect	44,630	44,916	47,814	47,850	0	0.0%
500.500	Operational Grant Revenue	10,000	56,711	138,150	30,000	89,238	297.5%
500.600	Talk Grant Revenue	45,554	88,715	0	0	0	NA
657.000	Circulation Services fee	7,195	4,426	6,405	6,000	1,835	30.6%
657.100	Smart Cards - Printing & Copies	33,006	31,101	38,995	35,000	14,822	42.3%
657.600	Proctor Fees	60	125	202	0	15	NA
661.000	Penal Fines County	69,569	79,549	65,687	64,000	0	0.0%
662.100	Community room rentals	2,250	3,425	3,825	2,750	975	35.5%
679.000	Donations/Misc.	12,872	2,993	14,543	2,500	1,752	70.1%
681.000	Donations Designated	0	530	2,000	0	0	NA
681.080	Donations/Memorials	4,629	0	0	600	0	0.0%
682.050	Proceeds from HVAC settlement	0	0	27,500	0	0	NA
687.000	Interest/Checking	6,705	7,080	5,546	5,500	1,834	33.4%
687.010	Interest/Savings	54,301	37,273	271	500	7	1.4%
687.121	MI Class value change	3,033	150,230	208,117	195,000	65,966	33.8%
689.000	Dividends-MML	6,490	6,675	6,700	6,500	0	0.0%
690.000	Dividend Revenue Endowment	12,595	14,683	14,423	11,000	1,229	11.2%
Total Revenue		6,341,931	6,984,492	7,568,078	7,512,536	5,224,987	69.6%

**Ypsilanti District Library
General Fund
Period Ending 3/31/2026
(33.3% of Year)**

ACCT #	ACCOUNT NAME	FY 11/30/23 ACTUAL	FY 11/30/24 ACTUAL	FY 11/30/25 ACTUAL	Original FY 2025-2026 BUDGET	YTD 3/31/2026 ACTUAL	YTD AS A % OF BUDGET
Expenditures							
Dept 100 Administrative							
702.000	Salary Wages	860,334	980,882	1,072,803	1,142,875	375,185	32.8%
702.100	Professional/Accounting	10,340	11,075	11,600	12,000	3,675	30.6%
702.150	Bank Fees	2,807	3,705	3,865	5,000	1,623	32.5%
702.900	Salary/Subs	17,893	13,241	20,489	18,392	8,800	47.8%
705.000	Employee Recognition Awards	521	789	750	750	0	0.0%
710.000	Payroll Service	18,957	10,151	21,141	14,600	5,175	35.4%
715.000	Employer Payroll Tax	208,026	224,848	242,918	254,067	83,573	32.9%
715.100	ACA Taxes Paid by employer	644	518	513	1,200	0	0.0%
718.000	MERS Defined Contribution	108,527	130,468	131,764	165,347	64,939	39.3%
719.000	FSA Admin Fee	600	657	656	900	223	24.8%
727.000	Office Supplies	45,636	23,533	35,310	34,000	11,410	33.6%
727.200	Supplies-Facility	22,127	26,267	34,318	34,500	5,057	14.7%
752.000	MML/Building Insurance	77,332	86,565	87,935	92,500	97,036	104.9%
753.000	MML/Workers Comp	12,633	16,456	17,848	17,500	690	3.9%
754.000	Health Insurance	456,375	507,840	536,541	608,255	195,541	32.1%
755.000	PT Telemedicine	0	3,226	3,800	4,455	1,199	26.9%
756.000	Delta Dental	34,625	35,661	37,952	39,628	13,185	33.3%
758.000	Life Insurance	4,708	4,613	5,045	4,764	1,709	35.9%
759.000	Vision Service Plan	9,340	8,784	9,131	9,500	3,791	39.9%
762.000	STD/LTD (Disability Insurance)	18,396	19,661	21,883	21,540	8,226	38.2%
769.000	Printing & Publishing	24,323	23,525	25,225	28,100	8,586	30.6%
769.050	Classified Advertising	312	174	192	3,500	0	0.0%
774.050	Digital Collection	315,437	364,712	428,583	448,500	94,168	21.0%
774.100	Data Bases	32,458	33,979	34,144	40,000	14,363	35.9%
774.800	System Wide DVDs	220	0	0	0	0	NA
774.900	All Materials Processing	28,394	28,119	27,155	25,000	5,586	22.3%
774.950	Play Kits	4,735	4,680	0	0	0	NA
774.975	Library of Things	12,379	14,965	12,590	10,000	846	8.5%
801.000	Major Events	14,259	15,895	4,665	17,306	187	1.1%
802.000	Mileage/Travel Reimbursement	6,936	4,769	2,607	7,000	247	3.5%
804.000	Workshops/Training	7,003	5,323	7,576	11,500	1,903	16.5%
805.000	Memberships & Dues	6,661	6,093	6,593	6,750	1,484	22.0%
806.000	Talk Grant Expenses	21,750	61,215	0	0	0	NA
807.000	Operational Grant Expenditure	12,389	27,941	71,830	30,000	55,689	185.6%
810.000	Capital Outlay - Buildings	4,880	5,549	9,369	5,500	0	0.0%
810.100	Capital Outlay - Improvements	2,261	6,531	97,882	44,200	0	0.0%
811.100	Capital Outlay - Technology	59,118	43,625	27,993	18,000	9,800	54.4%
812.000	Capital Outlay - Furnishings	5,873	3,426	1,832	5,000	0	0.0%
850.000	Automation - Technology	134,299	116,588	201,491	229,000	33,201	14.5%
850.100	Telecommunications	11,111	5,579	9,107	9,500	18,214	191.7%
850.200	ILS Contract	63,125	47,867	53,906	52,900	0	0.0%
850.500	Software Subscription	42,936	39,319	33,952	38,986	29,744	76.3%
890.000	The Library Network	2,796	2,796	2,796	3,000	0	0.0%
928.000	Postage	20,240	21,206	25,107	30,025	6,374	21.2%
965.000	Auditing Service	8,325	8,550	18,390	18,900	18,900	100.0%
975.000	Legal	1,870	23,594	27,589	20,000	1,251	6.3%
975.500	Legal - Negotiations	0	0	23,320	0	0	NA
980.000	Professional/Contractual	37,007	49,866	40,241	71,179	2,466	3.5%
980.500	Branding Costs	3,195	3,619	4,991	5,000	0	0.0%
981.500	Lost Book Expense	3,431	1,834	1,228	4,000	489	12.2%
982.000	MTT Charge Back City	259	0	0	5,000	0	0.0%
983.000	MTT Charge Back TWP	878	4,394	3,355	8,000	2,084	26.1%
983.100	MTT Charge Back-Superior Twp	914	4,052	0	5,000	0	0.0%
984.050	Contributions/Endowment	250	50	0	0	0	NA
Total		2,799,845	3,088,772	3,499,974	3,682,619	1,186,619	32.2%

**Ypsilanti District Library
General Fund
Period Ending 3/31/2026
(33.3% of Year)**

ACCT #	ACCOUNT NAME	FY 11/30/23 ACTUAL	FY 11/30/24 ACTUAL	FY 11/30/25 ACTUAL	Original FY 2025-2026 BUDGET	YTD 3/31/2026 ACTUAL	YTD AS A % OF BUDGET
Dept 200 Michigan Ave.							
702.000	Salaries	473,988	469,503	566,609	568,693	185,700	32.7%
702.800	Salaries-Pages	6,611	10,061	11,242	10,941	4,073	37.2%
771.000	Adult Books & Processing	14,185	20,211	18,938	18,000	6,987	38.8%
772.000	Youth Books & Processing	11,280	12,675	12,155	12,200	3,485	28.6%
774.950	Play Kits	0	0	1,714	1,500	21	1.4%
776.000	Periodicals - Adult	2,868	2,144	2,962	3,500	67	1.9%
778.000	Adult Audio/Visual	3,481	4,248	4,685	3,900	95	2.4%
779.000	Youth Audio/Visual	901	1,916	1,492	1,400	316	22.6%
801.500	Learning Never Gets Old	1,250	968	1,323	750	150	20.0%
802.200	Parking	3,700	3,600	3,600	3,900	0	0.0%
810.000	Capital Outlay - Buildings	18,357	100,000	7,744	57,000	0	0.0%
812.000	Capital Outlay - Furnishings	4,510	0	1,793	3,000	0	0.0%
840.000	Repair & Maintenance - Building	32,249	25,148	24,812	26,000	4,902	18.9%
840.025	Campbell Maint Contract	13,204	14,800	14,800	16,000	7,400	46.3%
840.050	Snow Removal/ Lawn Care	12,097	8,340	10,929	19,000	5,800	30.5%
900.000	Programs-Adult	2,641	2,912	2,963	3,000	1,296	43.2%
901.000	Programs-Youth	2,531	2,206	2,848	3,000	1,440	48.0%
902.000	Art Purchases	0	0	2,789	20,000	2,205	11.0%
940.000	Phone	2,319	1,999	1,799	2,008	515	25.7%
943.000	Natural Gas	3,923	3,848	6,351	8,011	4,621	57.7%
947.000	DTE - Electric	20,935	15,529	20,589	24,192	5,259	21.7%
949.000	Ypsilanti Comm Utilities Auth	6,029	6,087	7,158	6,511	1,258	19.3%
980.000	Professional Contractual	42,596	0	2,500	2,100	0	0.0%
Total		679,655	706,194	731,794	814,606	235,590	28.9%
Dept 300 Outreach							
702.000	Salaries	233,500	268,398	275,843	296,618	96,123	32.4%
775.000	Library Materials	3,275	5,772	5,027	5,000	1,329	26.6%
801.500	Learning Never Gets Old	1,223	2,524	1,493	3,000	1,324	44.1%
811.000	Capital Outlay Vehicle	35,000	0	0	0	0	NA
840.000	Repair & Maintenance	8,376	7,566	24,284	25,000	1,344	5.4%
901.000	Programs		1,439	1,795	2,000	220	11.0%
943.000	Fuel	4,090	5,464	5,254	6,347	1,653	26.0%
Total		285,464	291,164	313,695	337,965	101,993	30.2%

**Ypsilanti District Library
General Fund
Period Ending 3/31/2026
(33.3% of Year)**

ACCT #	ACCOUNT NAME	FY 11/30/23 ACTUAL	FY 11/30/24 ACTUAL	FY 11/30/25 ACTUAL	Original FY 2025-2026 BUDGET	YTD 3/31/2026 ACTUAL	YTD AS A % OF BUDGET
Dept 400 Superior Township							
702.000	Salaries	353,232	382,524	418,615	436,358	145,051	33.2%
702.800	Salary/Pages	3,706	5,248	6,194	10,941	1,354	12.4%
771.000	Adult Books & Processing	14,935	14,738	14,100	15,000	3,782	25.2%
772.000	Youth Books & Processing	12,171	15,539	12,372	14,000	2,406	17.2%
774.950	Play Kits	0	0	1,235	1,500	0	0.0%
776.000	Periodicals	1,290	663	790	1,200	99	8.3%
778.000	Audio/Visual	1,276	1,759	1,927	2,000	720	36.0%
801.500	Learning Never Gets Old	748	1,020	1,000	1,000	200	20.0%
810.000	Cap Outlay Building	2,381	51,286	5,633	8,000	0	0.0%
812.000	Cap Outlay Furnishings	0	2,165	929	0	0	NA
840.000	Repair & Maintenance	5,503	6,146	14,792	12,500	1,335	10.7%
840.025	Campbell Maint Contract	7,108	9,147	11,088	13,000	5,544	42.6%
840.050	Snow Removal & Lawn Care	26,505	22,570	26,993	24,500	5,470	22.3%
900.000	Programs - adult	502	1,540	1,293	1,500	241	16.1%
901.000	Programs - Youth	547	2,537	1,970	2,500	1,575	63.0%
902.000	Art Purchases	8,683	8,358	121	0	0	NA
940.000	Phone	2,041	2,155	2,272	2,250	651	28.9%
943.000	Natural Gas	2,722	2,740	3,544	4,418	2,235	50.6%
947.000	DTE - Electric	8,772	14,500	14,187	16,916	3,894	23.0%
949.000	Ypsilanti Comm Utilities Auth	6,681	4,228	6,096	4,558	376	8.3%
980.000	Professional/Contractual	23,760	24,840	24,900	33,000	7,700	23.3%
Total		482,563	573,703	570,053	605,141	182,633	30.2%

**Ypsilanti District Library
General Fund
Period Ending 3/31/2026
(33.3% of Year)**

ACCT #	ACCOUNT NAME	FY 11/30/23 ACTUAL	FY 11/30/24 ACTUAL	FY 11/30/25 ACTUAL	Original FY 2025-2026 BUDGET	YTD 3/31/2026 ACTUAL	YTD AS A % OF BUDGET
DEPT 500 WHITTAKER RD							
702.000	Salaries	798,216	788,402	900,098	947,353	313,011	33.0%
702.800	Salaries-Pages	31,782	24,774	29,642	41,028	10,219	24.9%
771.000	Adult Books	44,943	36,758	28,604	36,450	8,873	24.3%
772.000	Youth Books	29,767	35,544	33,620	30,750	6,635	21.6%
774.950	Play kits	0	0	1,615	1,500	388	25.9%
776.000	Periodicals - Adult	6,237	5,439	10,194	9,000	4,948	55.0%
776.050	Periodicals - Youth	722	624	756	700	0	0.0%
778.000	Adult Audio/Visual	7,498	9,864	7,957	5,800	1,000	17.2%
779.000	Youth Audio/Visual	3,081	2,991	3,854	3,100	86	2.8%
810.000	Cap Outlay Building	71,761	22,986	54,029	93,500	6,876	7.4%
812.000	Cap Outlay Furniture	0	0	0	0	0	NA
840.000	Repair & Maintenance - Building	36,176	43,618	43,734	35,000	8,740	25.0%
840.025	Campbell Maint Contract	41,379	50,900	50,900	54,000	25,450	47.1%
840.050	Snow Removal/Lawn Care	34,465	32,365	33,838	34,000	14,600	42.9%
900.000	Programs - Adult	3,196	1,634	3,987	4,200	367	8.7%
901.000	Programs - Youth	12,837	13,005	12,896	13,000	4,019	30.9%
903.000	Equipment Maintenance	1,702	1,297	3,155	3,000	0	0.0%
940.000	Phone	4,916	5,146	5,395	5,185	1,546	29.8%
943.000	Natural Gas	24,868	31,394	42,266	31,680	14,480	45.7%
947.000	DTE - Electric	106,775	126,805	110,738	131,220	21,034	16.0%
949.000	Ypsilanti Comm Utilities Auth	6,472	6,953	7,892	7,071	1,027	14.5%
980.000	Professional/Contractual				0	0	NA
Total		1,266,793	1,240,498	1,385,171	1,487,537	443,302	29.8%
Dept 600 Donations							
Revenue:							
	Total Revenue	46,229	55,433	48,564			
	Total Donated revenue	46,229	55,433	48,564		12,369	NA
Expenditures:							
	Total Expenditures	79,576	44,096	40,370			
	Total Expenditures	79,576	44,096	40,370		8,119	NA
Dept 700 Grants							
Revenue							
	Total Grant Revenue	48,850	2,526	40,000			
	Total Revenue	48,850	2,526	40,000		0	NA
Expenditures							
	Total Expenditures	43,127	1,146	43,300			
	Total Expenditures	43,127	1,146	43,300		10,554	NA
Total	Net -- restricted for future	5,723	1,380	-3,300		-10,554	NA
IMPROVEMENTS/Asset Sales							
685.000	Sale of assets					0	NA
810.100	Approved projects-Improvements fund						NA
850.100	Technology improvements						NA
Total Other Revenue		0	0	0		0	NA
Total Revenue		6,437,010	7,042,451	7,656,643	7,512,536	5,237,356	
Total Expenditures		5,637,023	5,945,573	6,584,357	6,927,868	2,168,809	31.3%
	Net Revenue Over Expenditures	799,987	1,096,878	1,072,286	584,668	3,068,547	
	Fund Balance Beginning of Year	3,413,998	3,061,551	3,643,078	4,015,363	4,015,363	
	Board Designation	-1,152,434	-515,352	-700,000	0	-600,000	
	Ending Fund Balance	3,061,551	3,643,078	4,015,363	4,600,031	6,483,910	

**Ypsilanti District Library
Balance Sheet
March 31, 2026
Capital Asset Replacement Fund**

	FYE 11/30/21	FYE 11/30/22	FY 11/30/23	FY 11/30/24	FY 11/30/25	FYTD	Current FYTD
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	3/31/2026	Variance from
							11/30/25
Assets:							
Cash and Current Assets	3,503,051	1,356,163	914,194	382,618	437,035	1,034,817	597,782
Total Assets	3,503,051	1,356,163	914,194	382,618	437,035	1,034,817	597,782
Liabilities	-	-	-	201,502	180,751	180,751	0
Fund Balance	3,489,597	887,932	371,866	181,116	256,285	854,066	597,781
Total Liabilities & Fund Balance	3,489,597	887,932	371,866	382,618	437,035	1,034,817	597,781

Ypsilanti District Library
 Capital Expenses
 Period Ending 3/31/26 (33.3% of Year)

ACCT #	ACCOUNT NAME	FY 11/30/23 ACTUAL	FY 11/30/24 ACTUAL	FY 11/30/25 ACTUAL	YTD 3/31/2026 ACTUAL
Revenue					
400.683.800	Superior Library Designated	166,970	88,893	80,000	-
300.683.200	Veh Designated Donation			8,701	16,035
200.681.075	MA Designated Donation		35,600	5,800	
688.000	Interest	7,230	-	-	-
Other departments					
688.000	Interest	-	4,016	1,556	501
Total		174,200	128,509	96,057	16,537
	Transfer from Operating Fund	1,152,434	515,352	700,000	600,000
Expenditures					
Dept 200 Michigan Avenue Projects					
980.000	Prof/Contractual	66,927	451,423	259,341	-
	Subtotal	66,927	451,423	259,341	-
Dept 300 Vehicle Projects					
	Subtotal				-
Dept 400 Superior Construction					
702.150	Bank Fees	570	360	418	178
752.500	Insurance - Bldrs Rsk	-	-	-	-
780.000	Opening Day Collection	7,319	-	-	-
801.000	Major Events	2,191	-	-	-
812.000	Capital Outlay - Eq/Furn	36,712	5,000	-	-
850.000	Automation - Technology	26,562	-	-	-
910.000	Site Development	-	-	-	-
943.000	Fuel/Natural Gas	-	-	-	-
975.000	Legal/Attorney	-	-	-	-
980.000	Prof/Contractual	618	-	-	-
981.000	Architect Fees	(32,314)	-	-	-
955.100	General Contractor	1,367,136	-	5,294	-
985.300	Outside Contract Expense	58,545	9,046	-	-
	Subtotal	1,467,339	14,406	5,712	178
Dept 500 Whittaker Projects					
980.000	Prof/Contractual	308,428	368,786	455,836	18,578
	Subtotal	308,428	368,786	455,836	18,578
TOTAL Capital Expenditures		1,842,694	834,615	720,889	18,755
Total Revenue Over Expenditures		(516,060)	(190,754)	75,168	597,781
Beginning Fund Balance		887,932	371,872	181,118	256,285
Ending Fund Balance		371,872	181,118	256,286	854,066

Capital Asset Replacement Fund
Composition of Fund Balance

		Superior Project	Other	Total
2023				
Board Assigned	2/1/2023	800,000	352,434	
YTD Capital Campaign & Int	11/30/2023	174,200		
YTD Expenditures	11/30/2023	-1,467,339	-375,355	
Balance	11/30/2023	239,685	132,186	371,871

2024				
Board Assigned	2/1/2024	0	515,352	
YTD Capital Campaign & Int	11/30/2024	0	128,509	
YTD Expenditures	11/30/2024	-14,406	-820,209	
Balance	11/30/2024	225,279	-44,162	181,117

2025				
Board Assigned			700,000	
YTD Capital Campaign & Int	11/30/2025	0	96,057	
YTD Expenditures	11/30/2025	0	-720,889	
Balance	11/30/2025	0	75,168	256,286

2026				
Board Assigned			600,000	
YTD Capital Campaign & Int	3/31/2026	0	16,537	
YTD Expenditures	3/31/2026	0	-18,755	
Balance	3/31/2026	0	597,781	854,067

80,000 future pledges
934,067

Check Register Report

Date: 04/01/2026

Time: 11:43 am

Page: 1

Ypsilanti District Library

BANK: ANN ARBOR

Check Number	Check Date	Status	Void/Stop Date	Reconcile Date	Vendor Number	Vendor Name	Check Description	Amount
ANN ARBOR Checks								
79651	03/12/26	Printed			000000025	AFLAC	Pay period #9&10	113.80
79652	03/12/26	Printed			AWS	ALLIED WASTE SYSTEMS #241	MA March 2026 service	989.77
79655	03/12/26	Printed			AMCASE	AMAZON CAPITAL SERVICES	3/1/2026 invoice	3,974.34
79656	03/12/26	Printed			0000000559	ASSOCIATED PLUMBING & SEWER	MA 2/19/26 service 1st floor	1,052.00
79657	03/12/26	Printed			JABE	JARED BENTLEY	Ink Drinker series 3/28/26	100.00
79658	03/12/26	Printed			ROBI	RORI BIELAK	2/14/26 paranormal club	50.00
79659	03/12/26	Printed			BUSE	ALEXIS BUSE	Chess intern 1/28-3/4/26 club	185.00
79660	03/12/26	Printed			CAMPINC	CAMPBELL, INC	Mich Ave-quarterly	26,073.00
79661	03/12/26	Printed			CRCA	CRYSTAL CAMPBELL	our own words 2/25/26	100.00
79662	03/12/26	Printed			CDW	CDW GOVERNMENT, INC.	6 HP 3 pro FHD MON	1,242.44
79663	03/12/26	Printed			CEN	CENGAGE LEARNING	Palaver	52.48
79664	03/12/26	Printed			0000000183	CUMMINS BRIDGEWAY,LLC	BKM oil change 3/6/26	650.90
79665	03/12/26	Printed			DTE ENERGY	DTE ENERGY	Whit 1/23-2/20/26 service	6,785.85
79666	03/12/26	Printed			DTE ENERGY	DTE ENERGY	superior 1/24-2/23/26 service	1,218.88
79667	03/12/26	Printed			DTE ENERGY	DTE ENERGY	whit street Feb 2026	56.44
79668	03/12/26	Printed			DTE ENERGY	DTE ENERGY	MA 1/29-2/27/26 service	1,695.74
79669	03/12/26	Printed			ENV	ENVISIONWARE INC.	annual maint 6/1/26-5/31/27	11,174.82
79670	03/12/26	Printed			FST	FIRST BOOK	#7002027824	174.60
79671	03/12/26	Printed			FCB	FIRST CITIZENS BANK	3/19/26 lease due	2,372.95
79672	03/12/26	Printed			FLS	FRANKS LANSCAPING & SUPPLIES	Snow 5 of 5	7,080.00
79673	03/12/26	Printed			GABRIDGE	GABRIDGE & COMPANY, PLC	audit 2025	18,900.00
79674	03/12/26	Printed			GRNG	GRAINGER	gaffers tape	107.54
79675	03/12/26	Printed			HEAL	HEALTHIEST YOU INC.	Mar 2026 coverage	306.00
79676	03/12/26	Printed			HURONCLOA	HURON CLINTON METROPOLITIAN	4/2/26 Ecosystem Comparison	100.00
79677	03/12/26	Printed			IMPDAD	IMPERIAL DADE	credivinyl gloves	460.95
79679	03/12/26	Printed			ILS	INGRAM LIBRARY SERVICES	94781810/94716578	708.03
79680	03/12/26	Printed			JNS FAC	JNS FACILITIY MAINTENANCE	superior-clean Feb 2026	2,600.00
79681	03/12/26	Printed			KANO	KANOPIY INC.	1417 tickets	1,240.15
79682	03/12/26	Printed			0000000471	LAKESHORE LEARNING MATERIALS	jumbo magnetic tiles	1,377.70
79683	03/12/26	Printed			KATLAY	KATHERINE LAYTON	grant expenses	78.69
79684	03/12/26	Printed			LSNC	LESLIE SCIENCE & NATURE CENTER	3/28/26 feathered friends	250.00
79685	03/12/26	Printed			0000000051	THE LIBRARY NETWORK	Tumbleweed/creativebug 2026	2,919.30
79686	03/12/26	Printed			LUD	ANDREW LUDINGTON	ink drinker series 3/28/26	100.00
79687	03/12/26	Printed			DRMAIER	DESARAY MAIER	EMU SSW intern #6	1,668.00
79688	03/12/26	Printed			MICHLIB	MICHIGAN LIBRARY ASSOCIATION	A.Smith-patron interactions	25.00
79689	03/12/26	Printed			MWP	MICHIGAN WEB PRESS	spring LOOP 2026	5,680.32
79690	03/12/26	Printed			MIDWESTTAP	MIDWEST TAPE LLC	508502336.....	570.81
79691	03/12/26	Printed			MIDWESTTAP	MIDWEST TAPE LLC	hoopla ending 2/28/26	17,969.43
79692	03/12/26	Printed			MY FAVORIT	MY FAVORITE PLANT COMPANY	March 2026 Whit lease	228.00
79693	03/12/26	Printed			OV	OVERDRIVE, INC.	#01576CO26048389.....	7,798.95
79694	03/12/26	Printed			PLAY	PLAYAWAY PRODUCTS LLC	rainforest adventure	74.99
79695	03/12/26	Printed			QM	Q+M	Spring 2026 LOOP design	2,000.00
79696	03/12/26	Printed			ALREYNOSO	ASHLEY REYNOSO	EMU SSW intern #6	1,668.00
79697	03/12/26	Printed			SPL	SOUTHFIELD PUBLIC LIBRARY	lost-Shorty gotta be grown	21.00
79698	03/12/26	Printed			STAPAD	STAPLES ADVANTAGE	02/25/2026 billing	1,416.60
79699	03/12/26	Printed			SATEOFMICH	STATE OF MICHIGAN	WCCMH-drivers license	279.00
79700	03/12/26	Printed			TEL	THALNER ELECTRONIC	Superior-lock boxes	731.50
79701	03/12/26	Printed			WALJA	JALEN WALKER	2/25/26 in our own words progr	100.00
79702	03/12/26	Printed			WEX	WEX BANK	closing 3/6/26	478.16
79703	03/12/26	Printed			YPSIHARD	YPSILANTI ACE HARDWARE	closing 2/28/26	25.74
79704	03/18/26	Printed			CONSTELL	CONSTELLATION NEWENERGY-	Feb 2026 sewrvice-all	6,128.06

Communications



DINE TO DONATE AT AUBREE'S

20% OF YOUR BILL WILL
BE DONATED TO:

YPSILANTI DISTRICT LIBRARY

**PRESENT THIS FLYER
TO YOUR SERVER ON:**

DATE: APRIL 23 2026

FROM: 11AM - 10 PM

WHERE:

AUBREE'S

YPSILANTI TOWNSHIP

2122 WHITTAKER RD.

734-483-1111

VALID ON DINE-IN, DELIVERY & CARRYOUT

DISCLAIMER:

Donation percentage excludes tax, tip, and alcohol sales. Valid at participating restaurants during specific listed hours. Must present flyer for organization to receive credit for purchase. Flyers are not to be distributed in the restaurant or within the perimeter of the restaurant parking lot — doing so may forfeit donations. Thank you!

Committee Reports

To: YDL Board of Trustees
From: Lisa Hoenig, Library Director
Date: 4/10/2026
Re: Facilities Committee report

Regular status update on outstanding capital improvement projects:

- Resolution 2024-8 Bike repair stations: We received the permit to install the Michigan Avenue station in late fall. Planning to finally install this before April is out!
- Resolution 2024-10 Michigan Avenue repairs and upgrades: Planning to tackle repair of upstairs wall trim after the humidity levels are corrected. The millwork contractor is being brought back to make needed repairs to the Youth area shelving. Two units were completed this week; the rest to follow.
- Resolution 2025-4 Whittaker renovations: Everything is complete now except for some final cleaning of the limestone in the Café. Anticipating this may take place when we are closed for In-Service Day in May, as the cleaner has a strong chemical odor.
- Resolution 2025-29 Michigan Avenue concrete: The contractor failed to schedule this before the weather turned. Very disappointed in their delayed response. I am investigating a grant opportunity to do some additional work that could possibly be paired with this in the spring.
- Resolution 2025-35 Architectural Services: Daniels & Zermack will meet with various Whittaker staff groups and the Teen and Senior Advisory Boards for input next week.
- Resolution 2026-5R Sump pump: Michigan Avenue's sump pump was installed this week. Project complete.
- Resolution 2026-12 Glycol feeder: The glycol feeder is on order. Installation date TBD.

**

The Facilities Committee met on 4/9 to review 5 other projects currently in various states of progress and provide input on direction. My memo to the committee that led the discussion follows, with some notes from the resulting conversation.

**

To: YDL Board Facilities Committee
From: Lisa Hoenig, Library Director
Date: 4/7/2026
Re: Facilities Committee considerations

Here is an overview of the capital improvement projects I have on the radar for this year. These are in addition to/in combination with the capital outlay projects in the Operating budget.

Whittaker furniture replacement

In November the Board approved a proposal from Daniels & Zermack Architects for professional design services for \$36,200. The services include collecting input for a Whittaker renovation, planning and costing its phases (2026, 2027, 2028), and helping us select and acquire certain groups of furniture in 2026. We began working on planning for this 3-year Whittaker renovation project in December, with the architects collecting information about our 2019 space plan feedback and our current and predicted future shelving needs. This

month, input sessions are scheduled with Whittaker staff and the Senior and Teen advisory boards. At the end of the process we should have a proposed design, a logical phasing plan for which areas of Whittaker it makes sense to renovate in 2027 and 2028, as well as cost information.

Aside from the planning, this year we plan to replace the furnishings in Whittaker's lobby and group study rooms. We anticipate these areas will not be involved in the later reconfiguration except to replace the group study rooms' carpet. D&Z hasn't developed a furniture budget yet, but I will request use of capital asset replacement funds for the purchase. We may also decide to refinish the front door to the building, which is looking sad after all of the other improvements we've made to the front of the library's exterior.

Clarified that other furniture will be replaced during the future phases. Also discussed the possibility of adding automatic openers to restroom doors depending on cost projections for each phase.

**

Michigan Avenue humidification/dehumidification project

At the October 2025 meeting, the Board resolved to engage for humidity remediation consultation at Michigan Avenue with Mende Engineering Solutions, LLC, for a cost of \$24,515, to be drawn from the Capital Asset Replacement Fund.

Mende started by having us do a 30-day electrical load study. Since receiving that data they have been working diligently on the project, and should have a set of documents for us to release for bid within the next few days. Their rough estimate back when they submitted their proposal for the construction portion of the project was **\$45,000-\$60,000**.

We are eager to get this work underway to control the humidity levels and preserve the work Phoenix Contractors plans to complete under warranty that was affected by low humidity (wood trim shrinkage left gaps). The warranty work needs to be initiated by June 6, but the humidification equipment obviously will not be installed by that time.

Mende sent me an almost-complete package (still needs some electrical), but now estimates the cost will be between \$40,000-\$50,000. Should have the final bid package by the end of April.

**

Michigan Avenue "Ugly Wall" project

Jared Lawrence from Terracon, our water remediation expert, highly recommends we undertake repairs to what he dubbed the "ugly wall" on the southwest corner of Michigan Avenue's exterior. This wall is part of the addition to the building. It faces Adams Street near the community garden (see photos in the attached proposal and you'll see what makes it ugly).

The wall is adjacent to the area that was approved for concrete work at the Board's October meeting. Unfortunately, that work was not undertaken in time by the contractor before winter set in, and still remains to be done. Jared suggests it would make the most sense to tie these two projects together. We may not want to wait that long to repair the concrete, as the leakage there is what led to the mold along the floorboards in the basement program room.

The Ypsilanti DDA has a façade grant available for up to \$19,000 which the "ugly wall" project would qualify for. The application deadline is 5/31, with work to begin after 7/1. I would like to apply and see if we can get

some money to seed this project, which Jared estimates would cost approximately **\$45,000 in addition to the \$18,000 that the Board already approved** for the concrete work. Would very much like your preliminary blessing for this project if I'm going to put in the work to apply for the grant. Also hoping to get your thoughts on whether put the engagement with Dixon Masonry on hold or let them proceed with the concrete when warm weather arrives.

Committee suggests I move forward with the grant application. When the time comes to approve this project, Jared Lawrence should present details to the Board on structural need for "ugly wall" repairs.

**

Michigan Avenue underground fountain leak

Shortly before the fountain was shut down for the winter last year, we discovered an underground leak in the water line that runs from the basement of the building to the fountain. Michigan Power Rodding scoped it for us, and discovered that the PVC piping is cracked about 2-3 feet from the building's outer wall, and needs to be repaired/replaced.

The project will require at least 2 trades, to dig up and replace the concrete in the Plaza at the site of the leak, and a plumber to do the actual repairs. We brought in O'Neal Construction and a master plumber to advise us on the issue but do not yet have a quote. It may be that they will not know the extent of the plumbing repair until the pipe is exposed.

We can fill the fountain, but anytime we drain it water will escape underground and cause potential issues with the building foundation. Facilities typically drains and cleans the fountain on a monthly basis throughout the warm season.

Committee very interested in seeing this take place. Might shed some light on high water consumption at Michigan Avenue.

**

Bookmobile carpet replacement

I got a quote from Library Design Associates to replace the carpet in the bookmobile, which is in very poor condition after 18 years of use. The quote was **over \$11,000**, and the donor I'd hoped might fund the project balked since we plan to replace the bus itself. I am trying to decide whether it is worth my time to get another quote (LDA suggested perhaps an RV company), or if we should just live with the carpet until the bookmobile is replaced. I would appreciate your opinions on this!

Agreement that unfortunately, this is probably not in the cards.

**Director's
Report
and attachments**

Library Director's Report **April 15, 2026**

Tap and Swipe coming soon!

I have accepted a proposal from the Michigan Retailers Association to process patron credit card payments. Our current processor, Elavon, charges high fees and requires us to jump through many hoops to avoid additional ones. MRA's proposal will save us over \$1,000 a year in fees alone. They also offer affordable point of sale devices that will work with our system, so for the first time patrons will be able to pay with a credit card at our customer services desks.

Financial:

- We received a dividend of \$2,890 from our building/liability insurance provider, Michigan Municipal League. Generally this dividend is larger.
- MERS, which provides our employee retirement plan, has switched over its payment collection partner to Empower. The Business Office has been busy keeping on top of reports and requirements to direct funds where they need to go. A few hiccups have been identified so far.

Fundraising:

- Congratulations to Susan Adame-Goff, Monica Porter, and Chris McMullen, whose grant application to Molina Healthcare of Michigan was awarded \$5,000 in funding. Outreach will use this to help seniors in our community battle social isolation through physical activities at the library.
- The Ann Arbor Area Community Foundation granted us \$11,752.65 this year from the YDL Endowment. I rolled the Gousseff fund proceeds over another year for spending on additional artwork for Superior in 2027.

Personnel:

- We received 20 applications for a new Library Social Worker, and interviewed three top candidates. Our unanimous choice has verbally accepted the position; at our meeting I should be able to share more.
- With heavy hearts we say farewell to Head of Acquisitions Katie Page, who has accepted a position at the Seattle Public Library. Katie has always wanted to live in the Pacific Northwest; she says the only way we'd be able to keep her is to move the library. Katie's position has been posted.
- Following many staff illnesses over the winter season, I decided to seek an additional part-time adult paraprofessional at Michigan Avenue. We are accepting applications through 4/14.
- Last week we also posted our annual offer of Library Science Summer Internships.

Side Notes:

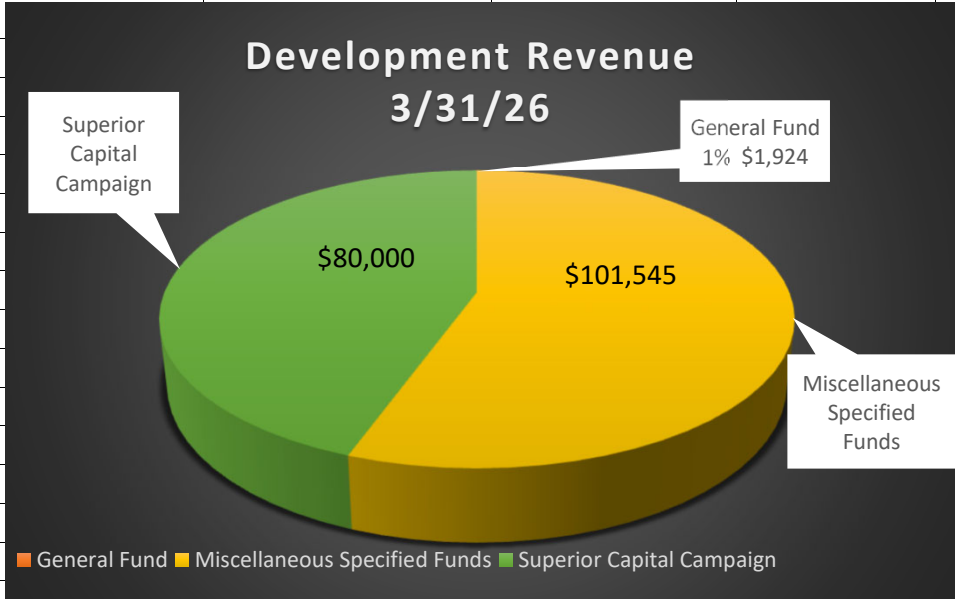
- Most of my time this month was spent reviewing strategic plan proposals, reviewing social work applications, conducting interviews, and onboarding and training our new Security Coordinator.
- On 3/27 I met with a library administrator from the Kalamazoo Public Library who would like to replicate our social work program.
- Under the auspices of our WCCMH social work grant, Sarah Shea coordinated a valuable training session on burnout and self-care for library staff. Administration attended on 4/5 to hear actionable suggestions from Bev Weathington. Other staff sessions have followed.
- Don't forget to RSVP to Julianne for the volunteer luncheon on 4/21. It will be yummy – come hungry!
- I will be away on vacation starting 4/22, returning to the library on 4/28.

YDL Dashboards

	Feb	Mar	Monthly Change	Year to Date
Programs				
Whit Adult	48	52	8%	144
Attendance	504	471	-7%	1,388
Whit 0-5	25	17	-32%	62
Attendance	982	691	-30%	2,390
Whit 6-11	17	30	76%	59
Attendance	285	753	164%	1,239
Whit Teen	4	4	0%	13
Attendance	40	14	-65%	88
Mich Adult	5	15	200%	37
Attendance	17	176	935%	400
Mich 0-5	8	6	0%	21
Attendance	130	91	0%	294
Mich 6-11	4	5	25%	14
Attendance	27	42	56%	104
Mich Teen	3	5	67%	12
Attendance	23	85	270%	141
Sup Adult	28	30	7%	75
Attendance	280	286	2%	661
Sup 0-5	13	14	8%	36
Attendance	223	308	38%	661
Sup 6-11	3	5	67%	9
Attendance	41	55	34%	110
Sup Teen	-	1	0%	2
Attendance	-	2	0%	4
Out Adult	2	-	0%	3
Attendance	31	-	0%	40
Out 0-5	7	7	0%	20
Attendance	221	249	13%	723
Out 6-11	5	3	-40%	8
Attendance	216	174	-19%	390
Out Teen	-	1	0%	4
Attendance	-	170	0%	295
Out Offsite	5	6	20%	11
Attendance	211	210	0%	421
Virtual/Hybrid (all)	-	3	0%	3
Attendance	-	38	0%	38
General/All Ages (all)	6	-	0%	14
Attendance	308	-	0%	599
TOTAL PROGRAMS	183	204	11%	547
TOTAL ATTENDANCE	3,539	3,815	8%	9,986

DEVELOPMENT REVENUE BY SOURCE	Where the \$ Comes From	As of 3/31/26	
	ACTUAL	TO DATE	NOTES
DONATIONS	FY24/25	FY25/26	
Annual Report	\$3,366	\$0	May - Nov 2026
Annual Appeal	\$25,098	\$16,588	Dec 1, 2025 - March 31, 2026
Individual	\$23,026	\$1,956	
Corporate	\$2,505	\$10,000	Carnegie
Sponsorship	\$3,500	\$0	
Memorials/Tributes	\$125	\$500	
Third Party - Kroger	\$2,537	\$1,830	Kroger, META, Aubrees
Friends of the YDL	\$40,000	\$0	
	\$100,157	\$30,874	
GRANTS			
Charitable Foundation/Organization	\$19,700	\$0	
Corporate Foundation	\$30,000	\$30,000	Toyota
Government	<u>\$115,640</u>	<u>\$43,207</u>	Washtenaw County Mental Health
	\$165,340	\$73,207	
ENDOWMENT FUNDS			
YDL Agency Distribution	\$1,736	\$0	
Goussef Fund Distribution	\$0	\$0	
YDL General Endowment Distribution	<u>\$9,364</u>	<u>\$0</u>	
	\$11,100	\$0	
GRAND TOTAL:	\$276,597	\$104,081	
SUPERIOR CAPITAL CAMPAIGN			
Grants (Funds Received)	\$80,000	\$80,000	
Corporate/Organization	\$5,000	\$0	
Donations - Individual	<u>\$100</u>	<u>\$0</u>	
SUPERIOR TOTAL:	\$85,100	\$80,000	
Bookmobile Donations: \$24,856 (114 gifts received from Oct 1, 2025 - March 31, 2026)			

DEVELOPMENT REVENUE BY FUND	<i>Where the \$ Goes</i>			
FY2024/2025	<u>ACTUAL</u>	<u>NOTES</u>		
General Fund	\$18,866	Includes Endowment Distribution		
Miscellaneous Specified Funds	\$255,950	Includes Friends gifts		
Superior Capital	\$85,100			
TOTAL:	\$359,916			
Endowment gifts received and deposited with AACF: \$4,025				
FY2025/2026	<u>AS OF:</u>			
	<u>12/31/2025</u>	<u>1/31/2026</u>	<u>2/28/2026</u>	<u>3/31/2026</u>
General Fund	\$661	\$1,072	\$1,441	\$1,924
Miscellaneous Specified Funds	\$33,788	\$67,244	\$89,300	\$101,545
Superior Capital Campaign	\$80,000	\$80,000	\$80,000	\$80,000
TOTAL:	\$114,449	\$148,316	\$170,741	\$183,469
Endowment gifts received and deposited with AAACF: \$1,603				



Department Reports

Acquisitions Department Board Report

April 2026

Department News and Activities

- This will be my last board report for the Ypsilanti District Library, as I will be relocating to Seattle at the end of the month. It has truly been a privilege to work at YDL and I will miss everyone here! I want to thank the Acquisitions team in particular for their hard work and patience through the challenges of the past few years. Thank you Amy, Brenda, Gail, and Julianne!
- Acquisitions staff continues to work on our regular tasks, including placing and receiving orders, processing materials, repairing items, MeLCat, inventory, and cataloging.

Statistics

- The 2026 budget is currently 30% encumbered.
- 843 items were cataloged in March
- 2,652 items, including 1,690 e-items, were added in March.
- YDL borrowed 1,142 items from other libraries via MeLCat in March.
- YDL loaned 1,252 items to other libraries via MeLCat in March.

Submitted by Katie Page
March 18, 2026

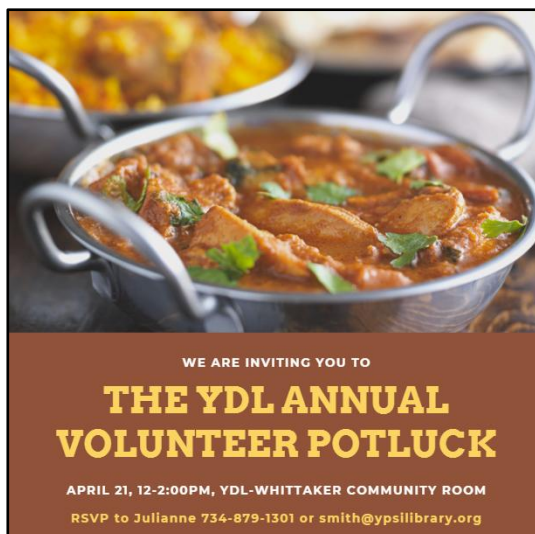
Assistant Director
Board Report: April, 2026

- Our “movies on the lawn” dates have been finalized! June 13: *Ratatouille*; July 11: *National Treasure*; August 8: *A League of Their Own*. The Friends will sell popcorn, so bring a lawn chair and join your neighbors and friends.



- Thanks to Bethany for joining me and Lisa for strategic planning interviews. We are all so excited about our recommendation! We think she will be a great fit for everyone to work with, and her Ypsilanti connections will be great for reaching both library users and non-users.
- The Friends have reimbursed us for the new community room tables (\$24,000). We are so grateful for their generosity! Marci and Patty picked up boxes and boxes of donations from a Milan resident, who was happy to offload so many books. They have found some real treasures in those boxes, with some books retailing for over \$100/copy.
- I participated in interviews for a new social worker, and we are very excited about our candidate. He has connections to the library world through marriage, as well as being a local resident. We are all excited to welcome him aboard.
- Also fully on-board and making an impact is our new security coordinator, David Parrinello. This position has been desired for a long time, will relieve Jim considerably, and will help us all fine-tune our incident responses as we balance them with service and compassion.
- Paula Drummond and I interviewed a new substitute who is a LIS candidate at UM. She was so impressive that we decided to hire her as a summer intern instead, giving both us more staffing and her a directed field experience needed for her academic curriculum. She is particularly interested in adult reference work and outreach services. We can undoubtedly keep her busy in both departments! Welcome, Talea!
- Members of the Admin Team attended a self-care presentation by Beverly Weathington. It was a very helpful and supportive workshop.

- Several of us dropped off donations at the warming center in Depot Town last month. Staff collected items throughout the winter, ranging from hand warmers to food.
- Paula Drummond and I also attended a Zoom meeting with representatives from the Sustainable Libraries Initiative. I have admired their work for many years, and I hope that some of their certification and programming initiatives can become part of our strategic plan this year.
- Many of us will attend a presentation for a new incident reporting platform from Library IQ. With enough “thumbs up” we can make it go live very quickly and have staff training at our May in-service day.
- Several of us attended a meeting with a representative from the Michigan Retailers Association, which would allow us to transition to a new credit card platform. This will be a public service improvement, as patrons will quickly be able to pay for services (printing, etc.) with a “swipe.”
- Karen and I are participating in the DDA’s “Sammie Slam,” a passport/punch card where you basically go around town eating sandwiches. This might be the greatest thing I’ve ever done, ha ha. The BBQ at Red Rock was fantastic, and today we are off to Maiz. After a minimum of two “punches,” you can turn in your passport to City Hall and are entered into a raffle. I intend to complete the entire card!
- Finally, with a heavy, heavy heart, we will say goodbye to our Acquisitions Manager, Katie Page. Katie has been a true delight to work with. She led our data-mapping for the ILS conversion with a great deal of knowledge and accuracy, not to mention our transition to Ingram from Baker and Taylor, as well as a million other accomplishments, all done with grace and reliability. To say I am devastated is an understatement. Queue the tears.
- Finally, don’t forget about the annual volunteer potluck. See you on the 21st!



Submitted by Julianne Smith, April 9, 2026

Community Relations

Monthly report: April, 2026

Major print/design pieces produced:

- **Annual Report:** Sent to the printer earlier this month (to be unveiled at the Board Meeting). We focused on the downtown reopening, our social work program, new branch managers, and partnerships. We added extra pages to this report, with a more pared down distribution list.
- **Teen Volunteer Corps Flyer:** Sam designed a flyer to recruit summer teen volunteers for programming, gardening, and other help.



Promotional activity

- **National Library Week:** We've received all our giveaways and will have a press release to distribute soon. We've also partnered again with Aubree's for a Dine To Donate event during NLW. In addition to our typical promotional material (socials, flyers, monitor slides) we've organized Library Joy Spreaders to come and distribute the giveaways at each branch. We organized the goodies to distribute and drafted a PA announcement script to use when one of the Joy Spreaders is at a branch.
- **Poetry Month Contest:** We've created a blog post, monitor slide, and social media posts encouraging submissions for this year's Poetry Contest. There are different themes each week, culminating in an awards show/reading near the end of the month.
- **We shared multiple posts about a number of our events/initiatives, including:**
 - Ink Drinker with Andrew Ludington and Jared Bentley
 - Repair Clinic
 - Sensorial Gardens writing workshop
 - Poetry Contest

Notable Media Mentions

- The Eastern Echo featured our Poetry Month Workshops, Ink Drinker Series, Spinning Dot Theatre Workshop, Latin Social Dance Workshop, and Repair Clinic in their What's the Move pieces.
- Aaron Smith gave a great interview about our Repair Clinic for a segment on WEMU's On the Ground Ypsi.
- Concentrate Media published a piece about the Repair Clinic at the downtown branch.
- The Michigan Daily had a piece about a visit from UMich scientists for STEMfest at Whittaker.

Community Relations news

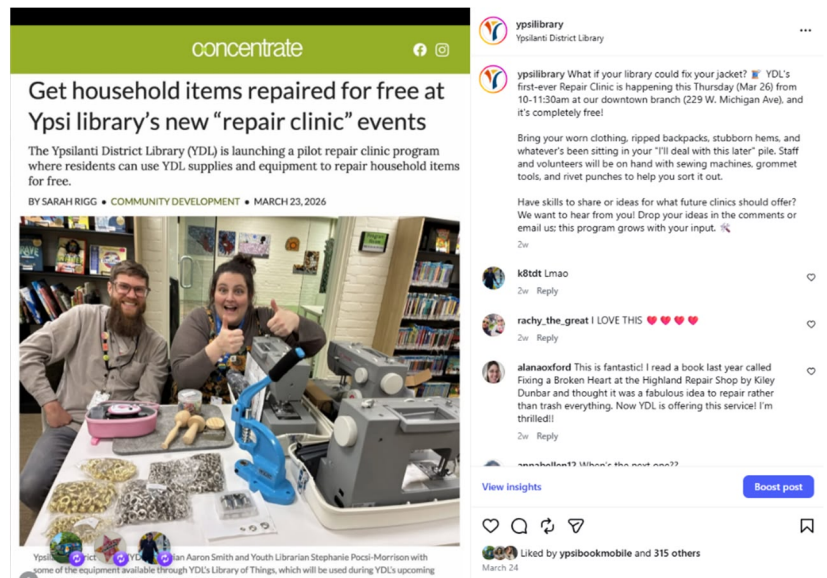
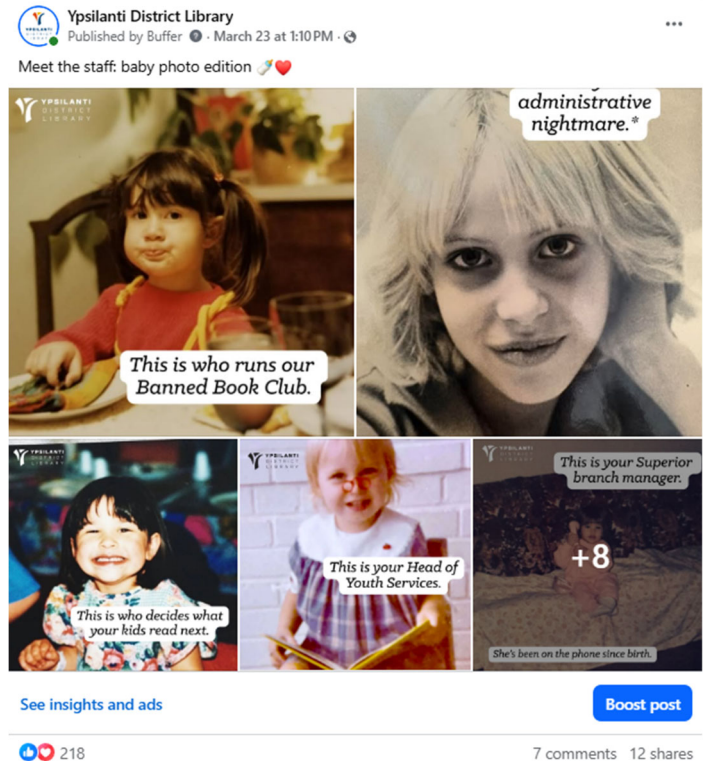
- Sam and Monica continue to alternate attendance at the weekly Parkridge meetings.
- Sam and YDL's Wellness Committee are finalizing a survey to determine staff's priorities and wellness concerns.
- Sam attended YDL's training session from Beverly Weathington and Sara Shea on manager burnout.
- Sam attended this month's Engage@EMU meeting.

Submitted by Sam Killian on 4/10/2026

Notable Social Media activity

We're over 15,000 followers on Facebook (up 1.5% from the previous month). We had 738,150 views last month. We're now over 7,000 followers on Instagram (up 1.2% from the previous month). We had 85,170 views last month on Instagram. We have 1,957 followers on Bluesky, and surpassed 3,000 followers on TikTok.

- 14,500 people saw our posts on Facebook with pictures of library staff as kids. 5,300 + people saw them on Instagram.
- A post we shared about the strength of a girl reader ("Libby lady") reached 164,000+ people on Facebook and got 76,400+ views on Instagram with nearly 6,000 interactions.
- We shared the Concentrate article about our Repair Clinic and it reached 35,000+ people on Facebook and got nearly 6,000 views on Instagram.
- A meme we shared comparing reading an entire book in one sitting to binge watching reached 42,000 people on Facebook with 1,000 interactions.
- Our post announcing that the Seed Library was restocked and now available on the Bookmobile reached 17,500+ people on Facebook and 2,300+ on Instagram.
- A video with Mani showing how supportive the library can be got over 10,000 views on Facebook and 14,000 views on Instagram.
- A meme we shared of Merlin from *Sword in the Stone* magically packing shelves of books into a small bag reached 69,600+ people with 1,000+ interactions on Facebook.
- Our April Fools post about banning cell phones in the library reached 18,500+ people on Facebook and 3,600+ on Instagram.
- A post encouraging Michiganders to use the library so we could dethrone Ohio as the state with the most library circulation per person reached 8,800 people with 220 interactions.



Customer Services

Monthly report: April 2026

Circulation Stats

For the month of March, we checked out 50,632 items system wide.

Patrons also downloaded 23,902 digital items.

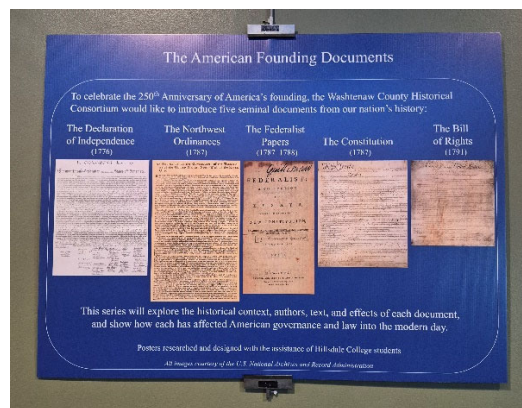
And we issued 422 new library cards.

Staff News

YDL-Whittaker page Maclaren Williams will be resigning her regular page position on April 26. Maclaren will be attending pre-collage this spring and summer. She will continue to page at YDL on her breaks from school. I am in the process of interviewing candidates for the soon-to-be open position.

Exhibits

To celebrate the 250th Anniversary of America's founding, YDL-Whittaker is hosting the Washtenaw County Historical Consortium's "American Founding Documents" exhibit. The exhibit is at YDL-Whittaker for the month of April.



Other News

The YDL-Whittaker *Science Fiction Book Club*, lead by Customer Services clerk Marianne Vandenberg, had a field trip to see the film "Project Hail Mary". The film was based on the book of the same title and it was the April 2025 selection for the SFBC.

Submitted by *John Connaghan* on April 8, 2026

YDL
DEVELOPMENT REPORT
April 2026

MAKING CONNECTIONS

Once again, Chris connected with local creatives at the monthly Creative Washtenaw gathering this time held in Dexter in late March. She connected with a local newly published author who expressed interest in doing a reading and book signing at YDL.

ANNUAL APPEAL

Thus far in fiscal year 25/26, the annual appeal has brought in \$16,588 from December 1st, 2025 – March 31, 2026. Total gifts received in support of the Bookmobile now total \$24,856 as of the end of March via 114 gifts.

2025 ANNUAL REPORT

Chris has been working on the mailing list for the upcoming Annual Report. This year's mailing will be sent to approximately 600 households.

PROCESS DEVELOPMENT

Chris, Sam and Hailey are currently working on developing a process to keep track of all the promotions and recognition associated with our grants and sponsorships. We have a lot to keep track of with the number of grants we are being awarded and continued work on building corporate and business sponsorship.

GRANTS

Grants Awarded

Michigan Arts and Culture Council – Stephanie is currently working with our IT staff to finalize the equipment needed for our expanded Noise Permit project this year. Then she and Chris will work on revising the project budget to determine where more funds are needed to support the workshops and final concert on August 7th.

Molina Healthcare Community Grant - We are happy to announce that our Outreach Department has been awarded \$5,000 to develop and implement their *Moving Towards Each Other* program for seniors this summer. Susana and Monica are now working on solidifying programs to expand our engagement with seniors through movement and physical fitness activities that will increase connectivity and address the increasing isolation many of our older patrons experience. They will be focusing on providing space, time, and resources for people to “move” towards each other and out of isolation.

Grants Submitted

Washtenaw County Human Services Partnership Mini-Grant – Funds will be used to support general case management needs for our Library Care Coordination program experiences; and four staff training sessions over the course of 12 months. We anticipate these awards will be announced after the April Board of Commissioners meeting.

Library of Michigan Public Library Services Grant – Three applications have been submitted – one for each YDL branch – to receive \$1,500 each for a grant to produce three Environmental Literacy Kits for each branch to help our patrons gain access to testing equipment they might otherwise have difficulty gathering to ensure the environmental safety of their homes. Awards will be announced in April.

Grants in Progress

YDDA Façade and Rehab Grant – The purpose of this grant is to support the rehabilitation and reuse of older buildings in Ypsilanti's downtown districts. The grant deadline for 2026/27 is May 31st for projects beginning after July 1st. Lisa is currently working on this grant.

Grant Reporting

Ann Arbor Thrift Shop – This grant for \$4,000 supported our 2025 Summer of Heart at Superior and Michigan Ave. This report was submitted on March 31st.

Toyota Project STEM@YDL – Our Interim Report for the 25/26 Toyota grant was submitted on Thursday, April 9th. Work will soon begin on the final report due July 27th.

SAVE THE DATE!

The next **DINE TO DONATE** is scheduled for **April 23rd at Aubree's on Whittaker Rd.** Please share our flyers with your friends and family! Our last event raised \$422. Let's try to get that number to \$500 for National Library Week. Please help spread the word!

FUNDRAISING FOOD FOR THOUGHT

It's about the dream. It's about the vision. Wise words from the late Vartan Gregorian, former President of the New York Public Library and Brown University.

“As president of Brown University, I raised a great deal of money. And before that as president of the New York Public Library. But as a matter of fact, I've never asked anyone for a gift. Not ever. I let them know about my dreams and vision for the future. I explain how important the program is and about the lives it affects. When I finish, it seems I never have to ask. They always come forward with what they want to do. It has become their dream and vision.”

Report respectfully submitted by Chris McMullen, Development Coordinator

Facilities Department

Board Report April 2026

Michigan Ave sump pump was about 20 years old, and had a battery back up system to pump water out of the pit in case we lose power to the building. We were gambling on the age of the pump on how long it would last, which could be dangerous if it failed due to how old it is. Campbell set us up with two new pumps rated to pump water at 93 gallons per minute, new discharge check valves and piping, float controls, wiring, and a water powered back up pump system, with all necessary piping in case we lose power during a storm. This system will be better than battery back up since the batteries can lose their charge in an extended power outage.



Doors and Drawers came out to Michigan Ave to figure out a solution to our movable book shelves which were buckling under the weight of books on the shelves. The side panels were bowing out due to the weight. The technician removed the outer side panels, and added screw through the inner side panel to the center back panel to reinforce the whole structure. Then the outer panels were put back on. Doors and Drawers repaired 2 of the 18 book shelves as a trial run. Hopefully this is a good fix for the issue. Seems to working fine as of now.



We took the red box down covering the fountain and put in storage at Whittaker. We'll get the fountain up and running in the next couple weeks. Old faded signs taken down, and new parking lot signs put up to keep parking available to library patrons only. People not using the library will park there filling up our lot and go to a local restaurant or business leaving patrons nowhere to park on our property.



We repaired 2 out of the 4 in ground lights that shine on the flags at Whittaker Road. The two outer lights assemblies are full of water and are unrepairable. We asked Enlighten to investigate and come up with a solution solve the issue. More to come on this.

Submitted by: Jim Reed April 8, 2026

INFORMATION TECHNOLOGY SERVICES DEPARTMENT

April 2026

Status Report

- 2026 – We’re approaching the end of the first quarter and we are currently working on assisting with various items. We have 2 RFP’s either active or in development to improve phone services and review multifunction printing at YDL.
- We recently released our Phone services RFP and I’m actively tracking and fielding inquiries.
- Migration to BS&A: Our initial data migration took place smoothly and we’ll be extracting once more prior to the full migration. I am currently working on hardware requirements for staff. We’ll be happy to see this come online in the summer.
- New hosted platforms abound, we recently reviewed a product from library IQ regarding incident tracking and reporting.
- Security camera repair/replace: Skies cleared and we were able to replace and improve visibility in a few locations. We also have had some much needed feedback on future improvements so we look forward to investigating further.
- Misc, initiatives and grants –We’ve recently assisted with a MACC grant opportunity.
- Explore: Point of Sale Options. Current payment processing will be migrated and we’re working on the scope of work required to refresh our systems and add additional functionality at our circulation desks.
- New servers – We recently migrated our primary storage drive. I’ll be working on some secondary storage spaces along with planning for a migration of another administrative system next.
- Our after-hours locker at Superior: This is scheduled to be repaired shortly!

New or Upcoming Items

- Explore: Incident Reporting and additional objectives regarding surveillance
- Plan and Procure: General replacement of dated equipment, some infrastructure is targeted as we evaluate the overall system.

Overall System Status

- All appears well: We do have an initiative to further analyze our offline procedure when our ILS is not available. We’ve been learning to live with the new environment and much is not within our direct ability to intervene so we’ll look for the best solution for YDL as we adapt.

Michigan Avenue Board Report: April 2026

Happy Anniversary!

April 14 is the anniversary of the Michigan Ave Branch reopening to the public. Our library has had a very busy year, welcoming back regular and new patrons, and seeing our new spaces like study rooms and the youth area used for the first time. We've hosted large community events like our Back on the Block Party/Summer Challenge Kickoff, Halloween Downtown, and the Downtown Tree Lighting. We've grown alongside the Library Care Coordination program and supported the work of the library social worker and interns. This anniversary is an opportunity to reflect on the remarkable work of our branch staff. On a daily basis, this staff shows their kindness and dedication to our patrons, offering friendly and thoughtful service, creative and engaging programs, and keenly honed collections for our community. Three cheers for Aaron, Alias, Brittany, Chris O, Daisha, Dr. Z, Ellen, Jenny, Pat, Rachel, Ron, Shayla, Shoshanna, and Stephanie!

Programs

Our new series of **Repair Clinics** has drawn attention and interest around town, leading to Aaron and Stephanie being featured on Concentrate media and Aaron being interviewed by WEMU for their On the Ground Ypsi program. Repair Clinics are designed to connect people in need of mending or fixing with skilled volunteers who can help. We are piloting these programs in March, April and May, mixing up days and times to make it easier for people with different schedules to be able to attend. During our first session in March, we were able to offer repair skills including crocheting, hand-sewing cloth, sewing on patches, hemming pants, and zipper replacement. Aaron has invited members of the community to participate by offering their own expertise or requesting types of repairs they might need help with in the future.



Tax season has come to a close. The **AARP Tax Aide** volunteers helped around 200 patrons at our branch alone to file their federal and state taxes and ensure they get any refunds they are owed. It has been great to work with Susette and her team of volunteers each Tuesday. Rachel in particular has worked closely with the volunteers, making sure that tax packets were ready, patrons were notified of their appointments, and last-minute appointment slots were filled by patrons on the waitlist.

This spring's Family Read theme is birds and birding. Pat coordinated a **Feathered Friends** program with Leslie Science and Nature Center on March 28. Following a story, kids and parents got to meet a native Michigan screech owl and view parts of other owls, such as the wing, tail and claw.



Spaces

We have had some issues with bowing on the new shelving units in the youth area, which resulted in one drawer unit collapsing and other shelves falling out of their units. We've had to move some books onto carts until the shelving units can be fixed. Phoenix and Doors and Drawers made it out to examine the issue and will be adding additional screws and support to each shelving unit to ensure they will stand the test of time.

Report submitted by Katie Dover-Taylor
April 9, 2026

Outreach Services Board Report - April 2026

BOOKMOBILE



Summer Challenge Champions program - we are now live and accepting applications for the Summer Challenge Champions program this summer. We have already received one request. We are planning to make changes this year in how we visit the camps and to be more proactive from the Outreach side with STEM. So, this year, we are going to have Bookmobile Storytime at the first and third visit, where a free book will be given. The second visit will be a STEM Storytime, STEM activity, and a giveaway of STEM toys. We have also asked the camps about STEM and what part of STEM the kiddos are interested in.

COMMUNITY OUTREACH EVENTS

March 23, SOS Community - Our team was invited to do an interactive Storytime with the families at the SOS Community Organization. SOS was very receptive, and the families were happy to have us in their space. The interactive activity was all about what you know about the library; it was a demonstrative activity by the kiddos.

April 4 - Easter Egg Hunt (YCS/Divine 9) - the Outreach Team was invited to participate in the Easter Egg Hunt Extravaganza at Perry Learning Center. The Bookmobile, Ken, Kaitlyn, and Bridget shared “Welcome to Spring” gift bags with the community. We had candy, bubbles, slime, sensory items and much more, oh my! We even shared our toys (large outdoor games) with the Alpha Kappa Alpha Sorority to have for the kiddos! The weather was blah, but seeing the community was AMAZING!

April 9th - Eastern Michigan University, Center of Race and Ethnicity - Monica has been invited to share resources and primarily do library card signups. Monica will also bring many graphic novels and manga-themed books so the students can check out what we offer at our library. I will sneak in some Library of Things items, too: a mini keyboard and a drawing tablet.

April 11 - Washtenaw County Sheriff’s Office Community Resource Fair has invited the Outreach Team to share many community resources and do a library card signup. It will be Monica, Kihilee, and the Bookmobile. This will be our second year participating. We formed a special partnership with Officer Toneka Smith, who is in love with the Bookmobile. And at every opportunity she has to access it, she does not hesitate to ask. She also enjoys working with the team:).

April 11 - Resource Fair for Single Moms - Kaitlyn will provide support for Single Moms at their Community Resource Fair this year. Monica came across this wonderful fair and wanted to make sure the library shows single moms that we support them. Maybe even developing a new partnership? Maybe Kaitlyn can do a presentation or a Storytime? Stay tuned....



Community Resource Festival

Join the Washtenaw County Sheriff's Office for our Community Resource Festival! The free event is open to residents of all ages and brings together community partners from across Washtenaw County—all in one place. Come connect with local resources, ask questions, and learn about services available to support you and your family.

Saturday, April 11, 2026
2:00PM–4:00 PM
1375 S. Harris Rd., Ypsilanti, MI
Theme: Boots on the ground resources.
All ages welcome — open to Washtenaw County residents

Resources Available

- Community Safety & Resources
- Family Help & Support
- Health, Wellness & Self-Care
- Jobs, Careers & Next Steps
- Housing Support & Assistance
- Education & Life Skills
- Fun & Helpful Services for Youth and Seniors

Alysha M. Dyer, Sheriff



RESOURCE FAIR
For Single Moms

Join us for a free resource fair to connect with representatives from various organizations providing services such as financial literacy, education, legal assistance, home ownership, and more.

Learn about their offerings, ask questions, and discover available opportunities for your family while you enjoy a coffee and treat.

Organizations Represented

- Bank of Ann Arbor
- True Community Credit Union
- Friends in Deed & Circles
- Victim Advocate Office
- Legal Services of S. Central Mich.
- Washtenaw Community College
- Safe House
- And more - for the full list: 

Saturday, April 11th
10 AM - NOON

SOUTH SIDE BAPTIST TABERNACLE GYMNASIUM
6456 Textile Road, Ypsilanti, MI 48197

Free childcare is available by vetted adults in the church building (6710 Textile)

OPTIONAL PRE-REGISTRATION:  www.singlemomconnection.com

SCHOOL OUTREACH

March 20 - Lincoln Consolidated Schools -Bishop Elementary Game Night - Outreach Team was invited to the game night with families. We brought library resources and some cool activities like Word Winder, which was very popular. We also had a puzzle activity for kids to create and design as a way of self-expression. Kaitlyn and Bridget participated in this event.

March 26 - Global Tech Academy Literacy Night - Monica was invited to do library card sign-up, share Spring Break Programs like Family Read, and have Word Winder as an activity. It was really great to see the kiddos engage with the activity. We managed to get two library card signups and even had a reference question about genealogy.



SENIOR OUTREACH

The Outreach Team has been approved for our first grant! It is the Molina Healthcare of Michigan grant. We were granted \$5,000! This grant is about creating programs to end senior isolation and provide social engagement, which, thanks to Susana, we can do! I want to share a little about her program this summer: For the first time, senior-centered activities will be integrated into our annual Summer Learning Challenge. Seniors will be encouraged to attend fitness classes or health programming, collect badges for participation, and then claim a prize for their efforts. Senior challenges might include walking into the library to check out a book, attending *Moving Towards Each Other* programming, and, of course, reading! Kudos to Susana!



April 4 - Better Living Senior Health Fair; Focus on Cancer - Susana values the importance of health and care, especially when it affects our senior community. So, she provided this fair as a valuable resource for those caregivers caring for and seniors who have been diagnosed with cancer. It was a free health education, services, and resource fair that will include:

- Donation of unexpired cancer medications to underserved patients
- Explore grief and end-of-life care options
- Rights and local resources
- Information on cancer screenings, treatment, and pain management

April 18 - Gift of Song Performance here at Whittaker. The Threshold Singers of Ann Arbor will share soothing songs to help with life challenges you are experiencing in your personal journeys. It will be a space of healing, comfort, and solace for the community.

Superior Board Report—April 2026

Staff News

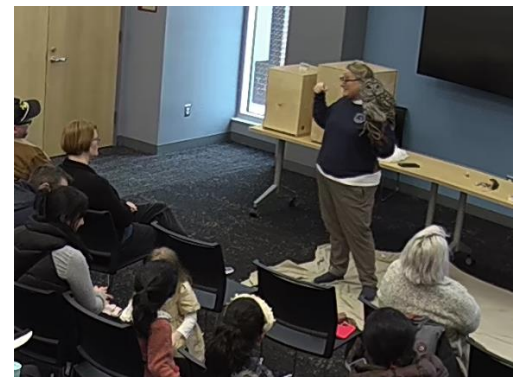
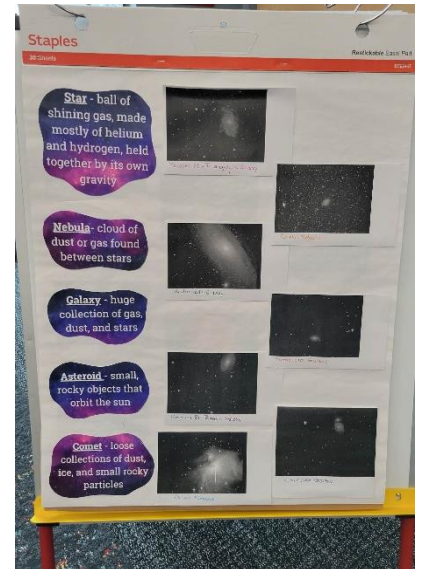
- Nicole, Kallista, and Liz worked together to purchase items for Superior with the remaining 25-26 Toyota STEM grant funds. These STEM tools will be used in future programming.
- We welcomed the new Security Coordinator, David Parrinello, to Superior. I was able to train him on the LibStaffer scheduling tool and Stacey trained him on our incident reporting tool.
- Stacey and Sienna have been working to develop a needs assessment survey for staff with the Wellness Committee.
- Liz finalized a new storywalk which was picked up by Juan Bradford and will soon be installed in Fireman's Park.

Program Highlights

- AARP Tax Help finished on Apr 6. Stacey did a fabulous job making sure this program ran smoothly for us this year. It was a ton of work, but every appointment was meaningful to the patrons who were able to take advantage of this service.
- On Mar 23, the Michigan Avian Experience showcased night owls to compliment the birding theme of this year's Family Read program.
- On Mar 27, I was able to lead a WISD CAP session. Each participant was able to make their name in a comic book font. There was time for free-hand drawing at the end, and one of the participants chose to draw a portrait of me as thank you for hosting the program.
- On Mar 28, the Phil Hale Quartet performed a jazz concert presented by the Jazz Foundation of America.
- On Apr 2, Nicole's Astronet program wrapped up. Participants were able to share their findings and art projects with their families at the final session. Participants also expressed that they're excited to be able to continue using their logins to track the satellite images even though the program is over.
- Other programs since the last board report have included:
 - Youth: Storytimes, Read to Bambi, Healthy Habits, Family Hustle Dance Party
 - Adult: Canva, Childbirth and Breastfeeding education programs, Meditation, Washtenaw Literacy ESL & Basic Literacy, Banned Book Club, Sew Social

Building & Grounds

- Nicole is getting the learning garden and rain garden ready for the summer season.
- We're starting to see more wildlife around outside with spring on the horizon including a cute baby turtle that was walking on our sidewalk.
- Facilities had a panic button installed at the Superior security desk.
- IT is still working with TelSystems to fix the issues with the meeting room sound system. The unit may need to be sent away for servicing.
- The pickup lockers are currently down. IT is waiting on delivery of repairs.



Submitted by Kathryn Takach
April 9, 2026



Whittaker Road-Adult Services Board Report: Apr 2026

Here is a list of April Programs:

- Oscars Contest
- Google Docs for Beginners
- Moving For Better Balance with the Ann Arbor YMCA (5 sessions)
- Crochet Club (2 Meetups)
- Small Business Savvy: The Funding Landscape
- AARP Tax Help (2 Sessions)
- Thu Am Book Group
- Microsoft Excel – Basics
- YDL Film Club
- Digital Literacy Tutoring With Washtenaw Literacy (4 sessions)
- Mahjong Meetup (4 Meetups)
- Read It & Eat It: Cookbook Club
- Fellowship of the Fiber (4 Meetups)
- Google Drive - Basics
- Genealogy and Family History Bunch
- Google Docs Tips & Tricks
- Classic Movie Night
- Microsoft Excel – Intermediate
- Board Game Meetup
- Exploring the Poetry of Muriel Rukeyser: Gaining Courage Through Poetry
- Microsoft Word – Basics
- Microsoft Word – Intermediate
- Canva 101: Intro to Canva
- Science Fiction Book Club
- MICHIGAN WORKS! Southeast Community Outreach
- Google Sheets for Beginners
- Small Business Savvy: Business Insurance and YOU
- Microsoft Excel – Pivot Tables (Intermediate)
- Euchre Club (Whittaker)
- Grieve Well: Understanding Grief Webinar
- Lego Letterpress
- Canva 201: Tips & Tricks
- Google Sheets Tips & Tricks
- Microsoft PowerPoint – Basics
- Gmail Basics
- Microsoft Word – Tips, Tricks, and Hacks
- Ypsi Poet Panel
- Vegetable Gardening 101
- Canva By Design: Business Cards and Flyers
- African American Authors Book Discussion Group

- Google Slides for Beginners

We're nearing the end of tax season even as I type this. Through April 2, AARP Tax Aide Volunteers have helped over 200 people file their tax returns, with one date (April 9) yet to go. We still have over 80 people on our waitlist, which illustrates the great need in our community for this assistance. It is a lot of work but it pays off; most people are truly appreciative and satisfied with the service. Both Customer Services and Adult Services staff at YDL-Superior, YDL-Michigan Avenue, and YDL-Whittaker Road are to be commended for their work in scheduling appointments, preparing informational packets for patrons to pick up in advance of appointments, making reminder calls, and answering or referring questions from the public about taxes and tax returns.

We're awaiting word on our LSTA mini-grants; we should hear sometime this month if our grant(s) have been approved. In the meantime, Paula attended a Zoom orientation session with the Sustainable Libraries Initiative, which may be a useful resource for us if we get the mini-grants.

We successfully hosted students from the Washtenaw International High School. The school staff indicated to me that they were pleased with the introduction to library services and the help provided by Library staff with student research questions. They expressed interest in coming again as time and money permit.

Paula is on a new committee that is working towards offering outdoor movies for patrons in the Summer month at Whittaker Road. Robert was on the committee that helped select our new Security head and will also help evaluate a possible new incident reporting platform. Nicole is hard at work now on Summer Challenge tasks.

We are proctoring a fair number of exams, both online and paper, as often happens at this time of the year.

Staff is scheduled this month to sit down with Dan Whisler to talk about ideas for redoing Whittaker Road. After twenty plus years, it is good to take a look to see if the building is still serving our patrons as they need to do.

Our Wayne State Practicum student, Sarah Hayse, will complete her hours this month. She had never worked in a library prior to joining us in January. It has been a pleasure working with her and watching her gain knowledge and confidence over the course of the semester. Sarah worked on a small weeding project, worked a few shifts at other locations, and has worked a number of shifts at the reference desk here at Whittaker Road. We appreciate all the time she put in here that benefitted us as well as her.

Staff continue to take advantage of workshops and webinars made available to us; this month there are self-care sessions that staff are scheduled to attend.

-Submitted by Paula Drummond, Apr 8, 2026

Whittaker Youth Services Board Report April 2026

Programs

Little Ones

While we were on a short storytime break, we offered two movement programs for little ones. Christina Sears offered dance for 44 little ones and their adults one Friday morning. Psyche invited Cirque Amongus to bring balance and coordination activities one Saturday morning enjoyed by 58.

Kids and Parents

- **After School** Mani finished up the STEM Cooking Series in March with families making pickles and learning about the science of taste. I start a Space Science series this week, which aligns nicely with NASA's Artemis II mission. Chess Club wraps up this week, with the annual tournament on Saturday. Liz started a new graphic novel this week for a short Graphic Novel Book Club session. After school programs in March averaged 25 people per session.
- **STEM fest** UM hosted a Scientist Spotlight one Saturday in March. Attendance was lower than previous years, with only about 68 involved in the event, but based on UM's survey, 75% of attendees visited all 14 stations and they rated it 4.9 out of 5 overall. 100% reported learning something new, 75% had fun, and 75% see scientists as more approachable! One wrote, "I liked how most of the scientists were able to meet me right at my level."
- **Family Read**
 - **Spring Break STEAM** We hosted a program at noon Monday through Friday, with attendance averaging 32 per day. Liz took an active role in coordinating everything, with several programs directly tied to her Flight Path grant. Marlena invited Dave Strenski to lead bird origami; Psyche guided families in making window decals to prevent bird strikes; Liz set out Flight Path bird migration stations one day and invited Huron Clinton Metroparks to lead a habitat walk around the building another day; and EMU National Art Education Association students led families in decorating fanciful birdhouses.
 - **Birding Walk** I met a small group at Hewens Creek Park for a walk with the Washtenaw Bird and Nature Alliance one Sunday afternoon, including Trustee Chris Tebbens!
 - **Book Giveaway** People who attended programs in March and April earned a chance to win a copy of one of this year's books. Having three levels of books made the picture book and early reader popular choices. We're talking about the pros and cons of that system and will continue to reflect with staff in other buildings when planning next year.

Tweens/Teens

- **TAG** TAG attendance has been very low, with spring sports and some members looking toward graduation. We have a new TAG flyer members took to their schools and I hope attendance picks up with some of this summer's volunteers joining. Sam created a flyer this week for the Summer Volunteer Corps and will help promote the opportunity.
- **Wreaths** Ulana led 6 tweens and teens in making paper flowers they formed into wreaths.

Other Work

- **Displays** Ulana put out spring holiday books. Mani curated an Arab American Heritage Month display for kids and TAG members made one for the teen area. Liz made a display of birding books and an interactive board to collect feedback about what kids learned about birds during the Family Read. Marlena now has paper circles for kids to make dot art for the board, inspired by the Peter Reynolds book *The Dot*.
- **MLA Spring Institute** Liz and I not only brought back new ideas after attending Spring Institute, we both shared a bit of what we do with other library staff and had positive feedback. One person who attended Liz's flannel making session wrote, "I just wanted to tell you directly that it was the best conference session I have ever attended! I was struggling with some felt pieces I wanted to put together and you answered all my questions. I am ridiculously proud of the little car I put together."
- **Summer Program Planning** We just finished planning summer programs and we have a fun, educational line-up of STEM, art, and movement programs, thanks to everyone's creative ideas.
- **Staff Evaluations** I met with everyone this week to talk about upcoming goals. It's nice to have one-on-one conversations with everyone, see where we're at with projects, and make new plans that align with our department's goals and the library's mission.

Submitted by Jodi Krahnke April 8, 2026



Old Business

New Business

To: YDL Board of Trustees
From: Lisa Hoenig, Library Director
Date: 4/10/2026
Re: Award of contract for Strategic Plan consultant

Assistant Director Julianne Smith and I released an RFP for Strategic Planning Facilitation Services on February 8 (attached). We seek an innovative consultant who will help us develop a robust, community and staff-driven plan that guides YDL's work over the next 3-5 years. We proposed an aggressive timeline so the chosen firm can facilitate a planning session at the May 15 staff in-service day, and hope to have a new plan in place before the start of the new fiscal year. There is a \$35,000 placeholder in the budget for strategic plan facilitation.

We received 8 proposals in response to the RFP. They were wide-ranging in cost, scope, approach, and the geographic location of the consultants. Julianne and I reviewed them all, and agreed that the top two contenders were K. Cain Consulting, LLC (MI) and Fast Forward Libraries (IL). As Pat McGee is out of town this month, we shared these proposals with Bethany and Kristy. Bethany joined us for facilitator interviews on 4/8. The three of us unanimously recommend K. Cain Consulting. Her proposal is attached.

Dr. Katena Cain's unique approach, experience with a wide variety of non-profits, local knowledge, friendly demeanor and excellent references are impressive. She used to work in Superior Township and has connections that will help us reach non-users. In addition, her proximity in Jackson means she will be able to spend more time on the ground in our community. We believe she will be great to work with, and that our staff, Board and community will all find her personality engaging and her methods refreshing. One of her references told me, "she left us looking really good in the community."

I have arranged for Katena to give a brief introductory presentation to the Board so you can meet her and ask questions if you would like.

YPSILANTI DISTRICT LIBRARY

RESOLUTION NO. 2026-12

April 15, 2026

RESOLUTION TO AWARD A STRATEGIC PLAN FACILITATION CONTRACT

Whereas, the Ypsilanti District Library released a Request for Proposals for Strategic Planning Facilitation Services, and

Whereas, eight proposals were received, reviewed, and considered by the Board Strategic Planning Committee, and

Whereas, following the Library Director's discussions with the top firms' references and the facilitators themselves, the Committee recommends awarding the contract to K. Cain Consulting, LLC, Now Therefore,

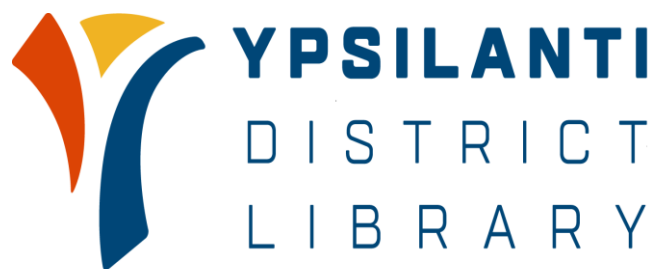
IT IS RESOLVED BY THE YPSILANTI DISTRICT LIBRARY BOARD that the contract for Strategic Plan Facilitation services is awarded to K. Cain Consulting, LLC, for an amount not-to-exceed \$34,000.

OFFERED BY: _____

SUPPORTED BY: _____

YES: NO: ABSENT: VOTE:

Request for Proposal Strategic Planning Facilitation



2/8/2026

SECTION I: INTRODUCTION

The Ypsilanti District Library (YDL) is seeking consultant services to assist the Board, staff, and community in developing a comprehensive strategic plan. The plan will include goals, measurable objectives, and proposed activities to meet community needs for the next three to five (3-5) years. The strategic plan will examine our community's growth patterns and demographics and identify needs and services with respect to future trends and technologies, in addition to existing inequities and gaps. It will also identify relevant funding needs to respond to service demands and proposed infrastructure changes.

The goal of this project is to create a widely-supported strategic plan aligned with stakeholder and resident input, including but not exclusive to the following objectives:

- Ensure that library services and resources are in line with user needs and expectations.
- Boost visibility, awareness, and patronage among residents.
- Support initiatives to create and sustain a vibrant workplace that attracts and retains talented, creative, and service-oriented employees who feel supported in the often-challenging work of serving the public.
- Develop strategies toward long-term capital goals, including any building expansions or renovations identified as desirable by the public.

SECTION II: BACKGROUND

YDL is a Class VI district library on the eastern edge of Washtenaw County, Michigan. The district boundaries include the City of Ypsilanti, the Ypsilanti Charter Township, and the portion of Superior Charter Township outside the Ann Arbor Public School District. YDL's service population is just over 88,000 (2020 Census) and includes 37,000 borrowers, or 42% of the district.

The library is an independent taxing authority governed by an elected board of seven trustees who serve 4-year terms.

The library operates three separate locations: a 60,000 square-foot facility in Ypsilanti Township, a 12,000 square-foot branch in the downtown area of the City of Ypsilanti, and a 7,800 square-foot branch in Superior Township. In addition, a traveling Bookmobile makes regular routes through the community and frequent visits to area schools. This is an aged vehicle, and a year-end campaign to raise funds for a replacement began in 2025.

Administrative offices are located at the Whittaker Road location in Ypsilanti Township. Both the nonprofit organization Washtenaw Literacy and the volunteer-based Friends of the Ypsilanti District Library host their administrative offices on the first floor of the Whittaker Road facility. Office space is provided *gratis* by YDL.

YDL currently employs 82 staff members (including subs), 46 of whom are full-time, and 24 of whom hold the MLS degree. Staff in the librarian, clerk, and paraprofessional job classifications are part of AFSCME Local Union 3451. The latest collective bargaining agreement was ratified in July and covers the time period of June 1, 2025-May 31, 2028.

The library has seven public service departments (acquisitions, adult services, customer services, the Michigan Avenue branch, youth services, outreach services, and the Superior branch), and an operations team, which includes an assistant director, two IT staff, a facilities manager and staff, a business office manager, a receptionist, a communications coordinator, and a development coordinator, and a part-time volunteer coordinator/communications assistant. A new position of Security Coordinator is slated to begin in Spring 2026.

YDL is funded by four dedicated operating millages and its annual budget for 2025-26 is \$7,276,000. Three of these millages were voted in perpetuity (1993, 1998 and 2010). The most recent millage approved in 2018 for .7 mills expires 12/31/29. The library does not have any bond debt. Nearly 95% of YDL's budget comes from local property taxes.

YDL is a member of The Library Network (TLN) cooperative and participates in the statewide MelCat interlibrary loan program. Our current ILS, Polaris/Vega Discover by Clarivate/iii, is run internally by YDL staff and was migrated from SirsiDynix' Horizon in 2024.

The library publishes and sends via bulk mail its newsletter, **The Loop**, to all residents in the district (over 42,000 addresses) on a quarterly basis. The Library rebranded and transformed its newsletter into **The Loop** as part of a 2016 strategic plan. Changes included a greater focus on services (vs. programs), community partner columns, and a newsprint format, in response to the community's identification as a "news desert." Partial funding for this is provided by the Friends of YDL. A variety of electronic newsletters are sent to subscribers via email weekly, monthly, or quarterly, reaching over 4,500 people total.

Current Mission, Vision, and Core Value Statements

(Updated as part of the 2023 strategic plan)

Mission Statement

The Ypsilanti District Library builds community through discovery, education, and partnerships.

Vision Statement

We envision a thriving, highly-connected community supported by innovative resources and exciting learning opportunities.

Core Values

1. *Inclusion: Making sure everyone has access to the services and spaces of a high-quality library.*
2. *Community Focus: Understanding and responding to local needs in a constantly changing world.*
3. *Welcoming: Offering engaging staff and services that invite and inspire, in facilities where all feel welcome and secure.*
4. *Diversity: Reflecting and celebrating the differences within our community through staffing, collections, programs, and services.*
5. *Reinvention: Perpetuate excellent service by continuously adapting what we do to best support learning and growth.*
6. *Creativity: Encouraging lifelong exploration to develop the imagination.*

SECTION III: PAST STRATEGIC PLANS

(See <https://www.ypsilibrary.org/about/connect/strategic-plan/>)

The library's 2017-2022 strategic plan was an ambitious undertaking that resulted in considerable change and forward momentum. A professional phone survey of residents, a millage feasibility study, a space utilization study, a rebrand of the library, a new library branch, and additional activities moved YDL on a positive trajectory.

The 2023-2025 strategic plan was considerably less ambitious, especially coming out of the pandemic when many service variables were unknown. In addition, a catastrophic flood to the downtown branch in July of 2023 resulted in a years-long closure and partial renovation, the diversion of nearly \$500,000 in library funds, and the time and attention of the administrative team. For those reasons, the Plan was extended by one year.

SECTION IV: PROJECT SCOPE

The YDL is seeking an experienced, professional facilitator to perform the following:

- Facilitate the strategic planning process using a methodology effective for public libraries.
- Gather data through community research that focuses on library users, non-users, and stakeholders to identify needs over the next three-to-five (3-5) year period. Facilitate planning meetings and public input sessions.
- Identify and refine service priorities, goals, objectives, and activities.
- Identify gaps where current library operation is insufficient to meet those service priorities.
- Compile data as appropriate.
- Write and present the strategic plan that will be communicated to the library's stakeholders, including but limited to the staff, the Board of Trustees, and at least one community session.

The proposed plan should include:

- An up-to-date community profile and identification of library segment markets.
- An assessment of the library's environment, including evaluation of strengths and weaknesses, quality of services, reputation, management and budget, etc.
- Updated comparisons to peer libraries in the areas of community demographics, programs, services, finances, resources, space, etc.
- A review of current trends in library service and technology and an analysis of user expectations in regard to those trends.
- Recommendations for improvements to services, finances, collections, technology, marketing, and staffing.
- Methods for keeping the process and participants focused and on-task, ensuring that the hard questions are asked, addressed, and resolved.
- A built-in process for regular review, evaluation and adjustment to the plan resulting from changes in the economic, demographic, or political climate.

SECTION V: PROPOSAL CONTENT REQUIREMENTS

Proposals must include the following elements:

- A cover letter providing a brief description of the firm or individual, name, address of consultant, telephone number, and email address of principal contact person.
- Executive summary of the highlights of the proposal, which should not exceed one page in length, but convey the facilitator's understanding of the purpose and expected outcomes of this project.
- A list of key personnel who would be involved in the process, with a description of their backgrounds and areas of expertise.
- A summary of the consultant's qualifications and relevant experience, including evidence of knowledge of modern public library services, trends, and functions.
- A work plan that contains a description of the methodology, tasks, timeline, and an estimate of the amount of time that would be spent on the project.

- Exclusions or exceptions. Note any part of the proposal that is beyond the expertise of the consultant, or would be better handled by library staff or a third party.
- A project budget which includes consulting costs, clerical costs, and data analysis costs.
- Indicate a “not to exceed” total cost. Provide an estimate of the number of facilitator hours to be provided and the rate per hour. Any travel required by the facilitator, which is part of the normal scope of work, will be at the facilitator’s expense.
- A statement of the insurance carried by the facilitator and a signature by an individual authorized to bind the proposer, with a statement that the proposal is a firm offer for a 90-day period.
- References. Contact information for at least three organizations for which the facilitator has provided strategic planning services.
- One sample of a complete report which the facilitator has prepared for a similar project.

SECTION VI: SELECTION CRITERIA

Proposals will be reviewed and evaluated by the Library Director and the Library Board’s Strategic Planning Committee. Criteria for evaluation will include:

- Responsiveness of the written proposal to the purpose and scope of the project.
- Demonstrated knowledge, skills, and experience in conducting strategic planning projects for public libraries and other non-profits.
- Methodology for carrying out tasks in the scope of work.
- Reasonable proposed fees.
- Satisfactory performance record.
- Ability to meet deadlines and operate within budget.
- Excellent written and oral communications skills.

The Committee may, at its discretion, request one or more consultants attend a meeting, make a brief presentation, and answer questions posed by the Committee.

YDL reserves the right to select a strategic planning facilitator based directly on the proposal or to negotiate with one or more respondents.

YDL reserves the right to reject any and all proposals.

YDL will not reimburse costs of preparing the RFP responses. The Library reserves the right to cancel the award of contract at any time prior to the execution of the contract by both parties. The responding consultants bear sole risk and responsibility for costs incurred in the preparation and mailing of the proposal.

All information submitted shall be public record and subject to disclosure pursuant to the Michigan Freedom of Information Act. No Library Board or staff member shall have a financial interest in any proposal.

SECTION VII: SUBMISSION INFORMATION AND TIMEFRAME

Proposals are due by 5:00 p.m. Monday, March 9, 2026.

If submitting by mail, place submit one (1) original and four (4) copies of the completed proposal in a sealed envelope marked with the name and address of the consultant and STRATEGIC PLAN BID PROPOSAL. Send to:

**Lisa Hoenig, Director
Ypsilanti District Library
5577 Whittaker Road
Ypsilanti, MI 48197**

Electronic submission is also acceptable. Proposals should be e-mailed to Lisa@ypsilibrary.org with STRATEGIC PLAN BID PROPOSAL in the subject line.

From responses to this Request for Proposal, the Library Board Strategic Planning Committee will select facilitators to be interviewed virtually or by telephone. A contract will be awarded on or before Friday, April 17, 2026. YDL reserves the right to reject any and all proposals without penalty.

The facilitator is expected to present an orientation and brainstorming session on the strategic planning process to YDL staff at the YDL Staff In-Service Day on May 15, 2026.

A draft report/plan and executive summary are to be submitted to the Library Director by the end of September, 2026. The facilitator shall provide one unbound original and 8 copies of the draft report.

The final strategic plan and executive summary are to be presented by the facilitator in person at the October 28, 2026 Library Board of Trustees meeting. The facilitator will provide one unbound original and 8 copies of the final report. A copy of the final report must also be provided electronically. All raw and summary data is to be delivered to the Ypsilanti District Library at the conclusion of the strategic planning process.

SECTION VIII: TECHNICAL ASSISTANCE / CLARIFICATION

Any request for clarification of the information contained in this RFP must be submitted in writing by Monday, March 2, 2026, to:

**Lisa Hoenig, Director
Ypsilanti District Library
5577 Whittaker Road
Ypsilanti, MI 48197
E-mail: Lisa@ypsilibrary.org**

An interpretation of this RFP given by any person other than the Library Director shall be invalid.

Strategic Planning Services Proposal

***Designing the Strategic Framework for Ypsilanti District Library's Next
Chapter of Impact***

Prepared for:

Ypsilanti District Library

Submitted to:

Lisa Hoenig, Director
Ypsilanti District Library

Prepared by:

Katena Cain
Principal Consultant
K. Cain Consulting LLC

Submission Date:

March 3, 2026

Due Date:

March 6, 2026

Confidential and Proprietary

Lisa Hoenig, Director
Ypsilanti District Library
5577 Whittaker Road
Ypsilanti, MI 48197

Dear Ms. Hoenig and Members of the Strategic Planning Committee,

K. Cain Consulting LLC respectfully submits this proposal to lead the development of Ypsilanti District Library's next comprehensive strategic plan.

YDL serves as a cornerstone institution within its district, an educational catalyst, civic convener, and trusted public resource operating at the intersection of community need and public accountability. As a Class VI district library governed by an elected Board of Trustees and funded primarily through locally approved millages, YDL functions within a governance and financial framework that demands both visionary leadership and disciplined stewardship of public trust.

The next three to five years will require more than incremental adjustments. YDL must thoughtfully navigate demographic shifts, evolving patron expectations, digital transformation, infrastructure planning, workforce sustainability, and millage-related fiscal considerations. Strategic direction must align service ambition with operational feasibility, integrate equity and access considerations, and anticipate long-term capital and funding realities. In this environment, strategic planning must produce more than aspirational goals; it must deliver a measurable, implementation-ready framework capable of guiding governance decisions, aligning staff execution, informing capital investment, and sustaining community confidence.

K. Cain Consulting approaches strategic planning as an executive-level leadership exercise, grounded in data, strengthened by inclusive engagement, and designed for operational durability. Our methodology integrates institutional assessment, community intelligence, peer benchmarking, structured facilitation, and implementation architecture to ensure that strategic priorities are both visionary and achievable.

We would be honored to partner with Ypsilanti District Library in shaping a widely supported, forward-looking strategic plan that advances your mission to build community through discovery, education, and partnerships while positioning YDL for sustained impact in a changing civic landscape.

Sincerely,
Katena Cain
Principal Consultant
K. Cain Consulting LLC

EXECUTIVE SUMMARY

Ypsilanti District Library is entering a pivotal strategic planning cycle. The 2017–2022 strategic plan propelled the organization through meaningful growth, including facility expansion, rebranding, and service innovation. The subsequent 2023–2025 period required operational stabilization following pandemic disruption and the catastrophic flood of the downtown branch, which redirected financial and administrative capacity. This moment presents an important opportunity to reestablish long-term direction with clarity, discipline, and renewed ambition.

YDL serves more than 88,000 residents across the City of Ypsilanti, Ypsilanti Charter Township, and portions of Superior Township. With approximately 37,000 borrowers—representing 42% of the district population—the Library has strong community engagement alongside significant opportunity for growth. Its three facilities and traveling bookmobile support a broad service footprint, while an 82-person unionized workforce operates under the governance of an elected Board of Trustees. Nearly 95% of the Library’s \$7.27 million annual budget is derived from local property taxes through four operating millages, one of which expires in 2029. These structural realities underscore the importance of financial stewardship, operational alignment, and long-range planning.

The next strategic plan must respond to evolving demographic patterns, inequities in service access, changing technology expectations, workforce sustainability, and long-term capital considerations. It must strengthen visibility and patron engagement while aligning service ambition with fiscal responsibility. Planning must also reflect YDL’s role as a civic anchor and collaborative partner within the broader community ecosystem.

K. Cain Consulting proposes a comprehensive, data-informed, and community-centered strategic planning process specifically designed for public libraries. The engagement will integrate institutional assessment, demographic and segment market analysis, peer benchmarking, stakeholder engagement, and structured facilitation to produce a measurable and implementation-ready framework. The resulting strategic plan will articulate clear priorities, defined objectives, operational and capital implications, and a built-in evaluation structure to ensure ongoing review and adaptability.

The final product will be a clear, actionable roadmap that supports governance oversight, staff execution, community transparency, and sustained impact over the next three to five years.

KEY PERSONNEL

Katena Cain, Principal Consultant

Ms. Cain will serve as Lead Facilitator and Strategic Advisor. She brings over 15 years of experience facilitating strategic planning for nonprofit and public-serving institutions, including those governed by elected boards and operating within unionized workforce environments. Her

expertise includes governance alignment, stakeholder engagement, demographic analysis, and structured facilitation.

Research and Data Analyst (as needed)

Analytical support will assist with demographic profiling, peer benchmarking, survey analysis, and data synthesis.

All facilitation and strategic direction will be led by Ms. Cain.

CONSULTANT QUALIFICATIONS AND EXPERIENCE

K. Cain Consulting LLC is a Michigan-based strategic advisory firm dedicated to supporting nonprofit and public-sector institutions in navigating complex strategic decisions. The firm specializes in enterprise-level strategic planning, governance facilitation, stakeholder engagement design, and implementation architecture. Our work is grounded in the understanding that publicly accountable organizations require planning processes that are inclusive, data-informed, fiscally responsible, and operationally realistic.

We assist institutions in aligning governance leadership, executive management, and community voice around a shared strategic direction. Our approach emphasizes disciplined analysis, structured facilitation, and measurable outcomes to ensure that strategic plans serve not merely as aspirational documents, but as practical frameworks that guide decision-making, resource allocation, and organizational performance.

Principal Consultant Katena Cain will serve as Lead Facilitator and Strategic Advisor for this engagement. Ms. Cain brings extensive experience facilitating strategic planning processes for publicly accountable organizations, including institutions governed by elected boards and those operating within unionized workforce environments. She understands the governance dynamics, transparency requirements, and operational sensitivities inherent in public institutions.

Her methodology integrates comprehensive demographic analysis, environmental scanning, peer benchmarking, stakeholder engagement, and structured decision-making protocols. Through this integrated approach, she helps organizations translate community insight and institutional data into clear strategic priorities supported by measurable objectives and implementation pathways. Her facilitation style is disciplined, inclusive, and outcome-oriented, ensuring that difficult questions are addressed thoughtfully and resolved constructively.

To support the analytical components of the engagement, research and data specialists will be engaged as needed to assist with demographic profiling, comparative library benchmarking, survey analysis, and synthesis of quantitative and qualitative findings. This ensures that the

strategic plan is grounded in reliable data while maintaining a cohesive and streamlined leadership experience for Ypsilanti District Library.

EVIDENCE OF KNOWLEDGE OF MODERN PUBLIC LIBRARY SERVICES AND VISIONARY WORK

K. Cain Consulting brings a contemporary and forward-looking understanding of public library systems as dynamic civic institutions operating at the intersection of information access, digital equity, workforce development, and community well-being.

Modern public libraries are no longer solely repositories of materials; they function as technology access hubs, educational partners, workforce development connectors, cultural centers, and safe civic spaces. Strategic planning in this environment requires fluency in evolving service models, including hybrid programming, digital resource integration, multi-branch coordination, community-centered space design, data-informed service alignment, and sustainable funding strategies.

Through prior strategic advisory work with the Jackson District Library (JDL), K. Cain Consulting supported forward-thinking conversations around community alignment, service modernization, and long-term institutional positioning. This engagement emphasized:

- Integration of digital services and technology-forward programming
- Expansion of community partnerships and cross-sector collaboration
- Evaluation of facility utilization and service delivery across multiple branches
- Strengthening alignment between governance leadership and operational strategy
- Embedding measurable outcomes and evaluation metrics within strategic priorities

The work incorporated demographic trend analysis, stakeholder engagement, and structured facilitation to ensure that strategic ambition aligned with fiscal realities and staffing capacity. Particular attention was given to balancing innovation with sustainability, ensuring that emerging service models could be implemented without compromising long-term financial stewardship.

PROJECT SCOPE, METHODOLOGY, AND DELIVERABLES

The strategic planning engagement will be structured as a disciplined, sequential process designed to move Ypsilanti District Library from assessment to alignment to activation. Each phase builds intentionally upon the prior stage, ensuring that strategic priorities are grounded in data, informed by stakeholder voice, and aligned with institutional capacity and long-term sustainability. This phased methodology provides clarity of purpose, defined decision points, and measurable deliverables at each stage, allowing the Board, leadership, staff, and community

to engage thoughtfully while maintaining forward momentum. The following outlines the five integrated phases that will guide the development and adoption of YDL's next three-to-five-year strategic plan.

Project Launch and Staff Orientation – May 15, 2026

This session will initiate the engagement and establish shared understanding across the organization.

The facilitator will present an orientation and strategic brainstorming session at the YDL Staff In-Service Day on May 15, 2026. This session will introduce the strategic planning framework, clarify expectations, and engage staff in early input regarding service strengths, emerging needs, and institutional aspirations. The session will be interactive and structured to surface meaningful insights while building organizational alignment around the planning process.

Deliverables

- Confirmed project work plan

Phase I: Organizational and Environmental Assessment

Timeline: May – June 2026

The first phase establishes a rigorous, evidence-based understanding of YDL's institutional position, operating environment, and strategic trajectory. This foundational work ensures that subsequent decisions are grounded in data, context, and institutional reality rather than assumption.

The engagement begins with a comprehensive review of prior strategic plans, annual budgets, governance policies, board materials, departmental structures, operational workflows, and service performance metrics. This review is designed to assess both institutional progress and structural constraints, while identifying patterns that may influence future planning decisions.

An updated community profile will be developed using current census data, regional growth projections, socioeconomic indicators, educational attainment trends, age distribution patterns, housing and employment shifts, and equity-related data points. The analysis will extend beyond descriptive statistics to interpret implications for service demand, space utilization, technology access, and programming priorities.

Library segment markets will be clearly defined to differentiate core users, infrequent users, non-users, underserved populations, digital-only patrons, youth and senior segments, and emerging audience groups. Segment clarity enables targeted strategy rather than broad, undifferentiated service planning.

A comprehensive SWOT analysis will synthesize internal and external insights. Particular emphasis will be placed on service quality, institutional reputation, governance effectiveness, financial sustainability, management capacity, staffing alignment, and infrastructure resilience.

Peer benchmarking will compare YDL to similarly situated district libraries across key indicators, including demographic composition, program offerings, circulation and engagement metrics, staffing ratios, funding structures, facility capacity, capital positioning, and technology infrastructure.

YDL's Anticipated Meetings and Involved Parties

- Project Kickoff Meeting (2 hours) – Director, Strategic Planning Committee
- Leadership Consultation Session (2 hours) – Director, Department Heads, Operations Leadership
- Data Review Consultation (1 hour virtual) – Administrative Staff

Phase I Deliverables

- Organizational Assessment Memorandum
- Updated Community Profile and Segment Market Analysis
- Peer Benchmarking Summary Report
- Comprehensive SWOT Framework

Phase II: Community Research and Stakeholder Engagement

Timeline: June – August 2026

The second phase ensures that strategic direction reflects not only institutional data but lived community experience.

Structured engagement will include confidential interviews with Trustees to surface governance perspectives, long-term aspirations, strategic risk tolerance, and capital considerations. Staff engagement sessions will explore operational realities, service innovation opportunities, workflow pressures, morale factors, and workforce sustainability themes.

Community research will include a professionally designed survey instrument distributed to both users and non-users to capture perceptions, unmet needs, expectations regarding technology and space, and visibility awareness. Public input sessions will create space for facilitated dialogue and qualitative insight. Outreach methods will intentionally seek diverse representation to ensure equity and inclusivity.

All qualitative and quantitative data will be systematically compiled, coded, and analyzed. Synthesis will focus on identifying service priorities, unmet needs, perception gaps, technology expectations, marketing challenges, capital implications, and emerging demand patterns.

Anticipated Meetings and Involved Parties

- Individual Trustee Interviews (7 interviews, 45–60 minutes each)
- Staff Engagement Session #1 (2 hours) – Department Heads and Supervisors
- Staff Engagement Session #2 (2 hours) – Frontline and Support Staff Representatives
- Community Listening Session #1 (In-Person, 2 hours)
- Community Listening Session #2 (Optional Virtual, 90 minutes)

Phase II Deliverables

- Stakeholder Engagement Plan
- Community Survey Instrument and Analytical Summary
- Board and Staff Engagement Synthesis
- Integrated Findings Report Identifying Key Strategic Themes

Phase III: Strategic Priority Development and Draft Plan

Timeline: August – September 2026

Building upon assessment and community findings, structured facilitation sessions will guide the Board and leadership team through disciplined strategic decision-making.

Participants will evaluate service directions against community demand, institutional capacity, financial sustainability, and long-term capital considerations. Strategic conversations will be framed to ensure that ambition is aligned with available resources and operational feasibility.

Measurable goals and objectives will be defined to provide clarity and accountability. Each strategic priority will be supported by defined outcomes and success indicators.

Operational gap analysis will identify areas where current services, staffing structures, infrastructure, technology systems, or budget allocations may be insufficient to meet emerging expectations. Current and emerging trends in public library service delivery, digital access, multi-branch coordination, space flexibility, and technology integration will inform discussion.

Structured facilitation techniques will maintain focus, manage complexity, and ensure that difficult questions are surfaced and resolved constructively.

Anticipated Meetings and Involved Parties

- Strategic Planning Retreat (Full Day – 6 to 7 hours) – Board of Trustees, Director, Senior Leadership
- Follow-Up Alignment Session (2 hours) – Director and Planning Committee

Phase III Deliverables

- Confirmed Strategic Priority Framework
- Defined Goals and Measurable Objectives
- Draft Plan to be Submitted by September 30, 2026

Phase IV: Strategic Plan Design and Documentation

Timeline: Early October 2026

Following alignment on strategic direction, K. Cain Consulting will develop a comprehensive written strategic plan designed for governance oversight, operational implementation, and public communication.

The plan will integrate community analysis, environmental assessment, peer benchmarking, SWOT findings, and relevant service and technology trends. Strategic priorities will be supported by measurable objectives, defined activities, and clearly articulated outcomes.

Recommendations will address improvements across services, finances, collections, technology, marketing, staffing, and infrastructure planning. Funding considerations and capital implications will be incorporated to ensure fiscal realism and long-term sustainability.

An implementation roadmap will provide sequencing guidance and responsibility alignment. A built-in evaluation framework will outline annual review processes, performance indicators, and adaptive mechanisms to allow recalibration in response to economic, demographic, or political changes.

Anticipated Meetings and Involved Parties

- Draft Review Session (2 hours) – Director and Strategic Planning Committee
- Revision Consultation (1 hour virtual as needed)

Phase IV Deliverables

- Implementation Roadmap
- Evaluation and Annual Review Framework

- Final Strategic Plan (Print-Ready and Digital Formats)

Phase V: Presentation, Adoption, and Activation

Timeline: October 2026

A strategic plan achieves impact only when it is clearly communicated, formally adopted, and institutionally activated.

K. Cain Consulting will present the final plan to the Board of Trustees and facilitate a structured discussion to confirm alignment and adoption. A community presentation session will reinforce transparency, strengthen public trust, and build shared ownership of the Library’s direction.

Upon adoption, the plan will serve as the guiding framework for governance decisions, budget alignment, staffing planning, capital considerations, and performance measurement over the next three to five years.

Anticipated Meetings and Involved Parties

- Formal Board Presentation and Adoption Meeting (2–3 hours)
- Community Presentation Session (Public Meeting, 90 minutes)

Phase V Deliverables

- Formal Board Presentation
- Community Presentation Session
- Final Adopted Strategic Plan

**STRATEGIC PLANNING PROJECT TIMELINE
May – December 2026**

Phase	Timeframe	Key Activities	Anticipated Meetings	Involved Parties	Primary Deliverables
Project Launch and Orientation	May 15, 2026	Introduce the strategic planning framework, clarify expectations, and engage staff in early input regarding service strengths, emerging needs, and institutional aspirations.	Staff In-Service Orientation and Brainstorming Session (2 hrs+); Administrative and Leadership Consultation and Follow-up(1–2 hrs)	Director and Staff	Finalized Work Plan; Data Request List
Phase I: Organizational &	May – June 2026	Review prior plans, budgets, governance materials, service data; develop	Leadership Consultation (2 hrs); Interim	Director; Department Heads; Strategic	Organizational Assessment Memo; Community Profile &

Environmental Assessment		updated community profile; define segment markets; conduct SWOT; complete peer benchmarking	Findings Review (90 min)	Planning Committee	Segment Market Analysis; Peer Benchmarking Report; SWOT Framework
Phase II: Community Research & Stakeholder Engagement	June – August 2026	Conduct Trustee interviews; facilitate staff engagement sessions; design and deploy a community survey; host listening sessions; analyze qualitative and quantitative data	7 Trustee Interviews (45–60 min each); Staff Session #1 (2 hrs); Staff Session #2 (2 hrs); Community Listening Session(s) (90–120 min)	Board of Trustees; Staff; Community Stakeholders; Consultant	Stakeholder Engagement Summary; Survey Instrument & Analysis; Integrated Findings Report
Phase III: Strategic Priority Development and Draft Plan	August – September 2026	Facilitate strategic planning retreat; define 3–5 strategic priorities; develop measurable goals; conduct operational gap analysis; align funding and capital considerations	Strategic Planning Retreat (6–7 hrs); Follow-Up Alignment Session (2 hrs)	Board of Trustees; Director; Senior Leadership; Consultant	Strategic Priority Framework; Defined Goals & Objectives; Operational Gap Analysis Summary The draft strategic plan and executive summary will be submitted to the Library Director no later than September 30, 2026.
Phase IV: Strategic Plan Drafting & Refinement	Early October 2026	Refine strategic plan; develop implementation roadmap; integrate evaluation framework; incorporate revisions	Draft Review Session (2 hrs); Revision Consultation (as needed)	Director; Strategic Planning Committee; Consultant	Draft Strategic Plan; Implementation Roadmap; Evaluation Framework; Final Strategic Plan (Print & Digital)
Phase V: Presentation & Adoption	October 2026	Present final plan to Board; facilitate adoption discussion; conduct community presentation; finalize adopted version	Board Presentation & Adoption Meeting (2–3 hrs); Community Presentation (90 min)	Board of Trustees; Staff; Community; Consultant	The final strategic plan and executive summary will be presented by the facilitator in person at the October 28, 2026 Library Board of Trustees meeting.

PROJECT BUDGET

K. Cain Consulting LLC proposes a transparent and not-to-exceed fee structure designed to reflect the scope, depth, and professional rigor required for this engagement. The budget includes consulting services, facilitation, research and data analysis, document preparation, and administrative support necessary to complete the project as outlined.

Hourly Rates

Role	Hourly Rate
Principal Consultant / Lead Facilitator	\$150
Research & Data Analysis Support	\$125
Clerical / Administrative Preparation (if needed)	\$65

Estimated Level of Effort

Category	Estimated Hours	Estimated Cost
Project Kickoff, Organizational & Environmental Assessment	55	\$8,250
Community Research & Survey Analysis	60	\$9,000
Facilitation (Interviews, Sessions, Retreat)	35	\$5,250
Strategic Plan Development & Documentation	50	\$7,500
Presentation, Revisions & Finalization	20	\$3,000
Clerical / Administrative Support	10	\$650
Total Estimated Hours	230 Hours	\$33,650

Not-to-Exceed Professional Fee

Total Not-to-Exceed Professional Fee: \$34,000

This not-to-exceed amount represents the maximum professional services fee for the full engagement and provides cost certainty for Ypsilanti District Library.

Mileage for travel required as part of the normal scope of work will be billed at the current IRS standard mileage reimbursement rate at the time of travel. No additional travel markups or administrative surcharges will be applied.

No additional data processing or third-party platform costs are anticipated unless expressly requested by the Library.

INSURANCE AND FIRM OFFER

K. Cain Consulting LLC maintains an active Professional Liability Insurance issued through Hiscox Insurance Company under GEICO Small Business Insurance. The policy covers claims arising from professional services, including facilitation, advisory services, strategic planning recommendations, and written deliverables. Coverage remains active for the duration of the proposed project timeline. A Certificate of Insurance may be provided upon request.

This proposal constitutes a firm offer valid for ninety (90) days from the date of submission.

Authorized Signature:



Katena Cain
Principal Consultant
K. Cain Consulting LLC

Date: March 3, 2026

LEAD CONSULTANT AND REFERENCES

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EXAMPLES OF PREVIOUS WORK (ALL ATTACHED TO E-MAIL)

Katena Cain, under a previous role with Nonprofit Network, has guided nonprofit and other public-serving organizations through strategic planning processes that strengthen leadership alignment, clarify institutional direction, and position organizations for long-term community impact. The following engagements (only one with Nonprofit Network) reflect our ability to support entities operating within multi-stakeholder environments where governance, public accountability, and strategic focus are essential. Additionally, each organization identified the format that they wanted finalized. As with them, I will customize a final report based on your organization's preferences.

Enterprise Strategic Planning - Jackson Public Arts Commission (*E-mail Attachment*)

Engagement Type: Comprehensive Strategic Planning

Client Profile: Municipal public arts commission responsible for advancing cultural vitality, community engagement, and creative placemaking within the City of Jackson.

Organizational Context: A highly visible public entity seeking a cohesive strategic framework to guide growth, strengthen governance, and expand its role as a community asset.

Scope of Engagement

Katena Cain, while with Nonprofit Network, designed and facilitated a structured strategic planning process that engaged commissioners, municipal stakeholders, and community voices. The process emphasized leadership alignment, role clarity, and the development of forward-looking priorities capable of guiding decision-making within a public-sector context.

Core components included:

- Organizational discovery and document review
- Stakeholder engagement
- Governance-focused facilitation
- Strategic priority development
- Goal and objective creation

- Implementation pathway design

Key Outcomes

- Established a clear multi-year strategic direction
- Strengthened alignment across commission leadership
- Clarified the organization's role within the broader civic ecosystem
- Identified priorities to enhance community engagement and visibility
- Delivered a comprehensive strategic plan designed to support active use in guiding initiatives and resource allocation

Strategic Planning & Organizational Assessment - Newaygo Conservation District (*E-mail Attachment*)

Engagement Type: Strategic Planning with Organizational Assessment

Client Profile: Public-facing conservation organization serving diverse municipalities, landowners, and community partners across the region.

Organizational Context: An established institution seeking a more intentional strategic direction to strengthen partnerships, focus investments, and enhance long-term environmental and community outcomes.

Scope of Engagement

K. Cain Consulting LLC led a comprehensive planning process designed to surface strategic opportunities while building cohesion among leadership.

The engagement included:

- Executive discovery
- Comprehensive organizational assessment
- Environmental analysis
- Stakeholder input
- Facilitated planning sessions
- Development of a strategic framework

Particular attention was given to ensuring the resulting strategy balanced aspiration with operational feasibility.

Key Outcomes

- Defined enterprise priorities to guide organizational focus
- Enhanced leadership alignment around future direction

- Strengthened clarity regarding the District's role within the regional ecosystem
- Provided a practical roadmap supporting informed decision-making
- Delivered a strategic plan positioned for sustained organizational use