



Willard Library
Board of Trustees
Meeting Agenda
May 20, 2026
5:00 p.m.

Willard Library Programming Room, Second Floor

- | | | |
|-------|--|------------------|
| I. | Approval of Minutes * (pg. 1) | Michelle Herzing |
| II. | Public Comments | |
| III. | Financial Report | Kathy Domenico |
| | a. Approval of Expenditures * (pg. 3) | |
| IV. | Approval of Public Hearing
on the Proposed 2026/2027 Budget * (pg. 9) | Michelle Herzing |
| V. | Personnel Update (pg. 12) | Matt Willis |
| VI. | Strategic Plan Update (pg. 13) | Matt Willis |
| VII. | Director's Performance Review * (pg. 16) | Matt Willis |
| VIII. | Consideration of Director Employment Agreement
and Authorization for Board Chair to Execute Agreement * | Michelle Herzing |
| IX. | Other Business | |
| X. | Comments by Trustees | |
| XI. | Adjourn | Michelle Herzing |

Action items indicated by an *

WILLARD PUBLIC LIBRARY BOARD OF TRUSTEES

April 15, 2026

Willard Library Programming Room, Second Floor

BOARD OF TRUSTEES

Michelle Herzing, Laura Williams, Kathy Baker, Salli Baltutat, Judith Williamson

ADMINISTRATION

Director Matt Willis, Deputy Director April Dillinger, Director of Finance Kathy Domenico, Executive Administrative Assistant Kara Brooker

MINUTES

Michelle Herzing called the meeting to order at 5:00 p.m.

APPROVAL OF MINUTES

Laura Williams moved, with a second from Judith Williamson, to approve the minutes of the Board Meeting of March 18, 2026.

Motion approved 5 - 0

PUBLIC COMMENT

No public comment.

FINANCIAL REPORT

Kathy Domenico reviewed the financial report for March 2026. As of March 31, revenue totaled nearly \$6.1 million. Expenditures as of March 31, total nearly \$5.2 million representing nearly 72% of the annual budget spent at 75% into the fiscal year. The Owen Endowment Fund and the Capital Project Fund show little activity besides interest accumulations.

Salli Baltutat moved, with a second from Kathy Baker, to approve the March 2026 expenditures as presented.

Motion approved 5 - 0

REPORTS & RECOMMENDATIONS

April Dillinger presented the usage statistics for the third quarter of the 2025–2026 fiscal year. While checkouts of physical materials declined slightly overall, foot traffic, digital materials, as well as children’s and adult programs, saw notable increases.

Matt Willis presented the Director’s Report, sharing results from the Readers Survey and the Burmese Community Survey. Responses from non-library users were limited. Findings showed that patrons primarily use the library for books, with strong hybrid use of print and digital materials, and wait times as the most common concern.

The Burmese survey also had limited responses but indicated interest in Burmese-language materials and family programming. Outreach strategies will be reassessed to better engage non-users. Matt also highlighted efforts to strengthen the library’s retail-style displays, including new tables and slat wall installations.

Matt Willis gave highlights from recent adult programming including Cardio Drumming with Robert and Yoga for Healthy Aging.

OTHER BUSINESS

None.

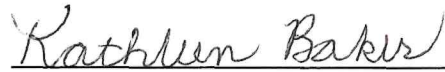
COMMENTS

Kathy Baker asked about the new website accessibility regulations. Matt Willis confirmed the Library is in compliance with current laws.

Salli Baltutat inquired about accessibility accommodations for the Battle Creek Reads event, specifically for individuals with mobility concerns. Matt Willis will follow up with Binder Park Zoo and provide her with an update.

ADJOURNED

The meeting adjourned at 5:24 p.m.



KATHLEEN BAKER, Secretary
Willard Public Library Board of Trustees

WILLARD PUBLIC LIBRARY
 STATEMENT OF REVENUE AND EXPENDITURES
 REVENUE

April 2026

	BUDGET	2025/2026 YTD	% YTD	VARIANCE	2024/2025 YTD
Taxes	5,893,051	5,594,245	94.93%	298,806	5,312,389
Casino PILT Disbursement	165,000	0	0.00%	165,000	0
State Sources	462,476	427,178	92.37%	35,298	440,522
Penal Fines	122,000	75,320	61.74%	46,680	58,449
Fees and Book Fines	56,000	51,509	91.98%	4,491	51,699
Local Contributions & Contracts	213,986	150,982	70.56%	63,004	214,245
Grant Funding	4,000	0	0.00%	4,000	5,000
Transfer to GF from Capital Projects	0	0	0.00%	0	0
Transfer to GF from Endowment	0	0	0.00%	0	0
TOTAL	6,916,513	6,299,234	91.08%	617,279	6,082,304

EXPENDITURES

	BUDGET	2025/2026 YTD	% YTD	VARIANCE	2024/2025 YTD
Total Expenditures	7,202,733	5,654,720	78.51%	1,548,013	5,416,047

REVENUE OVER EXPENDITURES

644,514

VARIANCES (+/-) Current in Bold

WILLARD PUBLIC LIBRARY
STATEMENT OF REVENUE AND EXPENDITURES

April 2026

EXPENDITURES

	BUDGET	2025/2026 YTD	% YTD	VARIANCE	2024/2025 YTD
Capital Expenditures	155,712	78,857	50.64%	76,855	360,963
Program Svs-Av, Books & Periodicals	1,252,180	913,929	72.99%	338,251	776,540
Program Svs-Imagination Library	65,500	58,414	89.18%	7,086	15,500
Personnel	3,845,600	3,204,315	83.32%	641,285	3,073,774
Office Supplies	55,000	39,678	72.14%	15,322	27,610
Repairs & Maintenance Supplies	41,000	33,206	80.99%	7,794	28,015
Purchased Services	794,500	617,052	77.67%	177,448	532,880
Communications	146,000	103,578	70.94%	42,422	95,321
Insurance	28,000	27,679	98.85%	321	26,621
Public Utilities	133,600	96,910	72.54%	36,690	78,689
Repairs & Maintenance Services	200,200	132,596	66.23%	67,604	200,134
Other Expenses (SBIT's)	85,441	85,441	100.00%	0	0
Transfers to Capital Projects	400,000	263,063	65.77%	136,937	200,000
TOTAL	7,202,733	5,654,720	78.51%	1,548,013	5,416,047

VARIANCES (+/-) Current in Bold

WILLARD PUBLIC LIBRARY

SUMMARY OF DISBURSEMENTS APRIL 2026

GENERAL FUND DISBURSEMENTS

Expenditures by check	233,115.17
<i>ELECTRONIC PAYMENTS (ACH)</i>	
Net payroll transfer	125,088.03
FICA & Federal withholding tax	40,874.99
State withholding tax	6,564.45
Battle Creek City withholding tax	1,223.94
City of Springfield withholding tax	0.00
MERS Retirement System	30,340.70
MERS Pension Funding	0.00
MPSERS Retirement System	2,828.70
MPSERS UAAL RATE STABILIZATION	0.00
Michigan Unemployment	0.00
BASIC (125 Plan 3rd party administrator)	5,384.51
MERS (Employee 457)	4,294.04
Friend of the Court	1,206.44
5th/3rd BANK (credit card)	10,469.03
Health Equity Employer Serv.	1,968.48
MESSA	56,769.25
Unum Life Insurance	587.53
Total Disbursements	520,715.26

**WILLARD PUBLIC LIBRARY CHECKS
APRIL 2026**

MONTHLY CHECK REGISTER

Check Number	Check Date	Vendor Name	Check Amount
056320	4/6/2026	ALLEGRA PRNT & IMAGING INC.	\$450.50
056321	4/6/2026	BARNES & NOBLE INC	\$3,768.69
056322	4/6/2026	CITY OF BATTLE CREEK CITY TREASURER	\$344.61
056323	4/6/2026	D. L. GALLIVAN LLC	\$1,375.94
056324	4/6/2026	FLYERS ENERGY LLC	\$69.76
056325	4/6/2026	FANCY FRAY LLC DBA RECORD BOX LOFT LLC	\$752.00
056326	4/6/2026	CODY HOFFMAN RELIABLE PROPERTY MAINTENANCE LLC	\$3,701.00
056327	4/6/2026	JULIE NILA JACKSON	\$150.00
056328	4/6/2026	KNIGHTWATCH INC	\$363.00
056329	4/6/2026	KANOPY INC	\$1,593.76
056330	4/6/2026	LIBRARY IDEAS LLC	\$198.71
056331	4/6/2026	SARA MCGARVEY DBA SARA EMERSON, SOPRANO	\$350.00
056332	4/6/2026	ROBERT POTTER	\$150.00
056333	4/6/2026	BLUE OX CREDIT UNION ATTN: JENNA DOHERTY	\$636.63
056334	4/6/2026	STAPLES INC STAPLES CONTRACT & COMMERCIAL LLC	\$101.06
056335	4/13/2026	ALLEGRA PRNT & IMAGING INC.	\$215.32
056336	4/13/2026	PETTY CASH WILLARD LIBRARY	\$156.40
056337	4/13/2026	SEMCO ENERGY INC	\$762.20
056338	4/13/2026	BARNES & NOBLE INC	\$3,407.00
056339	4/13/2026	CINTAS CORPORATION NO. 2	\$832.66
056340	4/13/2026	DEMCO INC	\$3,086.10
056341	4/13/2026	DNSFILTER INC	\$3,381.00
056342	4/13/2026	ELITE COMPANIES LLC	\$46,250.00
056343	4/13/2026	4IMPRINT INC	\$680.39
056344	4/13/2026	GORDON FOOD SERVICE INC PAYMENT PROCESSING CT	\$116.42
056345	4/13/2026	CODY HOFFMAN RELIABLE PROPERTY MAINTENANCE LLC	\$3,411.00
056346	4/13/2026	JULIE NILA JACKSON	\$150.00
056347	4/13/2026	JAMS MEDIA LLC DBA VIEW NEWSPAPER GROUP	\$1,074.00
056348	4/13/2026	JESSICA M.S. ZIMMERMAN DBA JMSZ CONSULTING LLC	\$150.00
056349	4/13/2026	MODERNISTIC II, LLC	\$4,436.48
056350	4/13/2026	KATHERINE AMANDA NICHOLS DBA PAININTHEARTBRAIN	\$150.00
056351	4/13/2026	PLANTE & MORAN LLP	\$4,300.00

Check Number	Check Date	Vendor Name	Check Amount
056352	4/13/2026	PLUMERIA BOTANICAL BOUTIQUE	\$800.00
056353	4/13/2026	ROSE PEST SOLUTIONS INC	\$708.00
056354	4/13/2026	STAPLES INC STAPLES CONTRACT & COMMERCIAL LLC	\$110.28
056355	4/13/2026	SHERWIN WILLIAMS	\$150.65
056356	4/13/2026	KIERSTEN STURHAM DBA KWANG'S TKD LLC	\$150.00
056357	4/13/2026	T-MOBILE USA INC	\$55.00
056358	4/13/2026	THOMSON REUTERS - WEST PAYMENT CENTER	\$88.40
056359	4/20/2026	BARNES & NOBLE INC	\$1,124.65
056360	4/20/2026	DEMCO INC	\$384.00
056361	4/20/2026	CODY HOFFMAN RELIABLE PROPERTY MAINTENANCE LLC	\$3,106.00
056362	4/20/2026	JULIE NILA JACKSON	\$150.00
056363	4/20/2026	MODERNISTIC II, LLC	\$1,442.24
056364	4/20/2026	MISC STAFF REIMBURSEMENT - <i>Travel - Conference</i>	\$162.03
056365	4/20/2026	KATHERINE AMANDA NICHOLS DBA PAININTHEARTBRAIN	\$150.00
056366	4/20/2026	OVERDRIVE INC	\$12,011.63
056367	4/20/2026	ROSE PEST SOLUTIONS INC	\$69.00
056368	4/20/2026	BLUE OX CREDIT UNION ATTN: JENNA DOHERTY	\$636.63
056369	4/20/2026	VARNUM RIDDERING SCHMIDT HOWLETT LLP	\$14,049.25
056370	4/20/2026	DEVON LAMAIN WILSON	\$250.00
056371	4/20/2026	ROBERT POTTER	\$300.00
056372	4/22/2026	RENDALEX OF MICHIGAN INC	\$1,702.80
056373	4/27/2026	ALLEGRA PRNT & IMAGING INC.	\$288.40
056374	4/27/2026	BARNES & NOBLE INC	\$1,465.34
056375	4/27/2026	NRB HOLDINGS, LLC DBA BOSKER BRICK COMPANY	\$3,166.33
056376	4/27/2026	CONSUMERS ENERGY INC	\$2,788.61
056377	4/27/2026	4IMPRINT INC	\$332.18
056378	4/27/2026	GUEST ENTERPRISES INC	\$2,500.00
056379	4/27/2026	CODY HOFFMAN RELIABLE PROPERTY MAINTENANCE LLC	\$3,106.00
056380	4/27/2026	JULIE NILA JACKSON	\$150.00
056381	4/27/2026	LIBRARY IDEAS LLC	\$1,048.64
056382	4/27/2026	KATHERINE AMANDA NICHOLS DBA PAININTHEARTBRAIN	\$150.00
056383	4/27/2026	PRECISION PRINTER SERVICE INC	\$170.00
056384	4/27/2026	PLUMERIA BOTANICAL BOUTIQUE	\$500.00
056385	4/27/2026	ROBERT POTTER	\$150.00
056386	4/27/2026	ROSE PEST SOLUTIONS INC	\$75.00
056387	4/27/2026	ROCHESTER HILLS PUBLIC LIBRARY	\$200.00
056388	4/27/2026	STAPLES INC STAPLES CONTRACT & COMMERCIAL LLC	\$1,122.16

Check Number	Check Date	Vendor Name	Check Amount
056389	4/27/2026	SHERWIN WILLIAMS	\$75.69
056390	4/27/2026	ANDREW SCIBBE AKP HOSPITALITY GROUP LLC	\$501.49
A05254	4/6/2026	BRODART COMPANY INC	\$20.19
A05255	4/6/2026	BLACKSTONE AUDIO BOOKS INC	\$340.79
A05256	4/6/2026	BATTLE CREEK PUBLIC SCHOOL	\$12,556.17
A05257	4/6/2026	BK TEACHOUT INVESTIGATIONS INC	\$3,136.77
A05258	4/6/2026	GALE/CENGAGE LEARNING INC	\$411.58
A05259	4/6/2026	DASTON CORPORATION	\$628.00
A05260	4/6/2026	INGRAM LIBRARY SERVICE INC	\$8,124.81
A05261	4/6/2026	MIDWEST TAPE INC.	\$1,674.94
A05262	4/6/2026	METRO FIBERNET LLC	\$1,862.41
A05263	4/6/2026	UNBOUND EVENTS INC DBA AUTHORS UNBOUND AGENCY	\$6,125.00
A05264	4/6/2026	WASTE MANAGEMENT OF MI COMMERCIAL SERVICES INC	\$217.33
A05265	4/13/2026	BRODART COMPANY INC	\$212.66
A05266	4/13/2026	BK TEACHOUT INVESTIGATIONS INC	\$3,014.77
A05267	4/13/2026	BASIC	\$307.80
A05268	4/13/2026	GALE/CENGAGE LEARNING INC	\$141.70
A05269	4/13/2026	INGRAM LIBRARY SERVICE INC	\$3,646.42
A05270	4/13/2026	MIDWEST TAPE INC.	\$12,187.16
A05271	4/13/2026	UNIQUE INTEGRATED COMMUNICATIONS INC	\$941.70
A05272	4/20/2026	BRODART COMPANY INC	\$481.42
A05273	4/20/2026	BLACKSTONE AUDIO BOOKS INC	\$818.62
A05274	4/20/2026	BK TEACHOUT INVESTIGATIONS INC	\$3,427.04
A05275	4/20/2026	BASIC	\$180.82
A05276	4/20/2026	GALE/CENGAGE LEARNING INC	\$34.42
A05277	4/20/2026	INGRAM LIBRARY SERVICE INC	\$9,622.62
A05278	4/20/2026	MIDWEST TAPE INC.	\$2,333.01
A05279	4/20/2026	UNIQUE INTEGRATED COMMUNICATIONS INC	\$217.45
A05280	4/20/2026	VERDANT COMMERCIAL CAPITAL LLC	\$981.80
A05281	4/27/2026	BRODART COMPANY INC	\$439.57
A05282	4/27/2026	BK TEACHOUT INVESTIGATIONS INC	\$3,176.73
A05283	4/27/2026	GALE/CENGAGE LEARNING INC	\$182.82
A05284	4/27/2026	INGRAM LIBRARY SERVICE INC	\$10,789.47
A05285	4/27/2026	MIDWEST TAPE INC.	\$2,674.15
A05286	4/27/2026	WAPOKISKO PLUMBING LLC DBA ROTO ROOTER	\$250.00
Grand Totals			\$233,115.17

NOTICE OF PUBLIC HEARING
WILLARD LIBRARY
County of Calhoun, Michigan

ON THE ADOPTION OF THE BUDGET FOR THE FISCAL YEAR 2026-2027

**TO ALL INTERESTED PERSONS IN THE LIBRARY DISTRICT
OF THE WILLARD LIBRARY:**

PLEASE TAKE NOTICE that the Willard Library, County of Calhoun, State of Michigan, will hold a public hearing on Wednesday, the 17th day of June, 2026, at 5:00 p.m. in the 2nd floor programming room of Willard Library, 7 West Van Buren, Battle Creek, Michigan 49017, to consider the approval and adoption of the operating budget of the Willard Library for the fiscal year 2026-2027.

Copies of the proposed budget are on file with the Library Director at the Willard Library, 7 West Van Buren Street, Battle Creek, Michigan 49017, for inspection during regular library hours and may be obtained by contacting the Director at 269-968-8166, ext. 526. At the public hearing, all citizens, taxpayers, and property owners of the Willard Library District, County of Calhoun, Michigan, shall be afforded an opportunity to be heard in regard to the approval of the budget.

**THE PROPERTY TAX MILLAGE RATE PROPOSED TO BE LEVIED TO
SUPPORT THE PROPOSED BUDGET WILL BE A SUBJECT OF THIS HEARING.**

This notice is given by order of the Board of Trustees of the Willard Library, County of Calhoun, Michigan.

Any citizen requesting accommodation to attend this meeting, or wishing to obtain this notice in alternate formats, please contact Matt Willis, Library Director, at 269-968-8166, ext. 526.

WILLARD LIBRARY
COUNTY OF CALHOUN, MICHIGAN
RESOLUTION

RESOLUTION CALLING A PUBLIC HEARING REGARDING
ANNUAL BUDGET OF THE WILLARD LIBRARY

Minutes of a Regular meeting of the Board of Trustees of the Willard Library, County of Calhoun, State of Michigan, held in the Library on May 20, 2026, at 5:00 p.m., prevailing Eastern Time.

PRESENT: Trustees _____

ABSENT: Trustees _____

The following preamble and resolution were offered by Trustee _____ and supported by Trustee _____ :

WHEREAS, it is necessary for the Board of Trustees of the Library (the "Board") to adopt a budget for fiscal year ending 2026-2027 to support the Library's operations; and

WHEREAS, pursuant to Act 2, Public Acts of 1968, as amended, before adoption of a budget, a public hearing shall be held as required by Act 43 of the Public Acts of 1963, (Second Extra Session), as amended ("Act 43"); and

WHEREAS, pursuant to Act 43, notice of public hearing on the proposed budget of the Library must be given by publication in a newspaper of general circulation in the Library District at least six (6) days prior to the date of such hearing; and

WHEREAS, notice of such hearing must include the time and place of such hearing and must state the place where a copy of the budget is available for inspection.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. A public hearing on the proposed budget for fiscal year ending June 30, 2027, shall be held on June 17, 2026 at 5:00 o'clock p.m. at Willard Library, at which time and place all persons who desire to be heard shall be given opportunity to speak on the proposed budget.

2. The Library Director is directed to publish notice of the hearing in the Battle Creek Enquirer, a newspaper of general circulation in the Library District at least once, not less than six (6) days prior to the hearing. The notice shall be published as a display advertisement prominent in size.

3. The notice of hearing shall be in substantially the form attached to this resolution as Exhibit A and shall include the following statement in 11-point bold type: **"The property tax millage rate proposed to be levied to support the proposed budget will be a subject of this hearing."**

4. All resolutions and parts of resolutions insofar as they conflict with this resolution be and the same hereby are rescinded.

AYES: Trustees _____

NAYS: Trustees _____

RESOLUTION DECLARED ADOPTED.

 Secretary, Board of Trustees
 Willard Library
 County of Calhoun, Michigan

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Trustees of the Willard Library, County of Calhoun, State of Michigan, at a Regular meeting held on May 20, 2026, and that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, as amended, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

 President, Board of Trustees
 Willard Library
 County of Calhoun, Michigan



MEMORANDUM

To: All Staff
From: Matt Willis
Date: May 11, 2026
Subject: Elliott Behrendt Resignation

Dear Colleagues,

Elliott Behrendt has submitted their resignation from the library, with their last day being May 22. We thank them for their contributions during their time with us and wish them continued success in all their future endeavors.

Matt



2026 – 2029 STRATEGIC PLAN

At Willard Library, our Strategic Plan is a living guide that shapes the work we do every day. From maintaining welcoming, uplifting library spaces to ensuring our programs and services meet the needs of the community, the plan helps focus our efforts on what matters most. It also guides how we grow and care for our collections, keeping them fresh, deep, and reflective of the many interests of our community.

We stay actively engaged with the plan by tracking and measuring how our programs, services, and resources support our goals. Each year, librarians and managers set specific, measurable objectives that turn our priorities into meaningful outcomes, and we regularly review our progress throughout the year.

In this most recent update to the Strategic Plan, every Willard employee contributed ideas and feedback, helping shape a plan that reflects the insight, experience, and commitment of the entire team. Together, we are using this plan to guide our work and keep the needs of our community at the center of everything we do.

— Matt Willis, Willard Library Director

Strategic Plan Update Contributors

This strategic plan was developed with input and collaboration from all Willard Library staff.

Willard Library Board of Trustees

Kathleen Baker, Battle Creek Public Schools

Salli Baltutat, Lakeview Community Schools

Michelle Herzing, Pennfield Schools

Laura Williams, Harper Creek Community Schools

Judith Williamson, Battle Creek Public Schools

OUR PURPOSE

Willard Library sparks discovery, growth, and connection.

Discover. Grow. Connect.

OUR VISION

A proud, inspired Battle Creek.

OUR VALUES

Integrity, Stewardship, and Trust

We are responsible, transparent, and trustworthy caretakers of public resources.

Welcoming, Inclusive, and Compassionate Spaces

Everyone belongs at Willard, and everyone is treated with dignity and care.

Service Excellence and Responsiveness

Helpful, timely, consistent, high-quality service is at the heart of what we do.

Community Connection and Collaboration

The library serves as a hub that brings people together and works in partnership with the community.

Innovation, Creativity, and Adaptability

The library evolves by embracing creativity, change, and new ways of serving the community.

Lifelong Learning and Personal Growth

Willard supports curiosity, learning, and growth at every stage of life.

OUR STRATEGIES

ATTRACT AND ENGAGE USERS

Goal 1: Provide a safe, welcoming, and service-focused place for everyone.

Goal 2: Serve as a community hub for conversation, collaboration, and media engagement.

Goal 3: Inspire creativity by providing opportunities to explore, make, and share.

Goal 4: Expand awareness through a dynamic communication strategy.

NURTURE A CULTURE OF LITERACY

Goal 1: Curate collections that reflect the community and encourage discovery.

Goal 2: Empower people of all ages with lifelong literacy skills.

Goal 3: Champion reading for pleasure and personal growth.

Goal 4: Foster curiosity and a love of learning.

BUILD COMMUNITY

Goal 1: Enhance well-being through enriching experiences.

Goal 2: Tell Battle Creek's story and honor its diverse heritage.

Goal 3: Connect people to trusted and valuable resources.

Goal 4: Cultivate broad and meaningful community participation.

STRENGTHEN STAFF EXCELLENCE

Goal 1: Grow leadership capacity through professional development.

Goal 2: Ensure inclusive and equitable recruitment and hiring practices.

Goal 3: Value strengths and celebrate accomplishments.

Goal 4: Promote open communication and constructive dialogue.

Director's Performance Review
Self-Assessment by Matt Willis
May 20, 2026

Key Accomplishments

Strategic Leadership & Organizational Alignment

- Led a collaborative, organization-wide strategic planning process to develop the 2026–2029 Strategic Plan, ensuring broad staff input and shared ownership of organizational priorities.
- Facilitated refinement of the librarian Key Results (KRs) process by developing standardized planning documents and evaluation tools that improved clarity, consistency, accountability, and connection between individual work and organizational goals.
- Implemented weekly 15-minute check-ins between supervisors, librarian staff, and leadership to improve communication, alignment, and responsiveness.

Literacy Leadership & Community Impact

- Launched an Adult Literacy initiative in partnership with the Kalamazoo Literacy Council to address identified community literacy gaps and expand service reach.
- Coordinated tutor training and developed program structure to ensure sustainability and program effectiveness.
- Led development and launch of the “Reading is Everything” campaign to re-engage readers and strengthen community engagement with reading.
- Planned, conducted, and analyzed the 2026 Reader Survey and Burmese Community Survey to uncover barriers and inform strategic service and program improvements.

Collections, Access & Retail Approach

- Prioritized collections and reading engagement across the organization to increase visibility, circulation, and consistency in how staff support core services.
- Formalized the Trending Titles Team to proactively identify, promote, and respond to high-demand materials.
- Expanded merchandising strategies, including improved displays and increased visibility, to drive patron discovery and engagement.
- Established regular planning and promotion cycles for high-demand titles to expand reach through local media and community awareness.

Facilities Planning & Capital Development

- Initiated planning for the Helen Warner Branch expansion to address space needs and support long-term service growth.
- Conducted research on usage trends to inform data-driven facility planning and design decisions.
- Collaborated with architects and design professionals to translate service priorities into functional and flexible space designs.
- Led the Administrative Team in reviewing and refining architectural plans, ensuring alignment with organizational goals and community needs.

Labor Relations & HR Strategy

- Maintained strong working relationships with union leadership through ongoing dialogue on scheduling, workplace culture, and operational needs.
- Consulted with legal counsel to guide labor strategy and ensure compliance in HR practices and decision-making.
- Supported supervisor development through external management training to strengthen leadership capacity and consistency across the organization.

Policy & Procedures Development

- Developed and implemented key policies and guidelines to address emerging needs, ensure compliance, and support consistent operations, including:
 - Financial Transaction Device Policy
 - Public Comment Policy
 - Non-solicitation clause for performer agreements
 - Smart glasses and AI-related privacy guidance
- Updated patron conduct procedures to improve clarity, consistency, and staff confidence in enforcement.
- Standardized programming procedures to ensure consistent approval, planning, and promotion across departments.
- Established General Programming Food & Nutrition Guidelines to align food safety, vendor use, and budgeting practices.

Staff Development, Training & Leadership Engagement

- Launched a staff library visits program to expand professional development, encourage cross-institutional learning, and bring new ideas into Willard's work.
- Designed and facilitated a Literary Advocate Orientation to equip key staff with shared messaging and strengthen internal advocacy efforts.
- Coordinated a team-building workshop with True Colors International to improve communication, collaboration, and team effectiveness.

- Engaged Laurie Guest to deliver customer service training, reinforcing service standards and enhancing staff engagement with patrons.
- Built relationships with regional library directors to exchange insights on trends and position Willard within broader professional conversations.

Community Engagement & Advocacy

- Published a feature article in the *Battle Creek Shopper* (Dec. 11, 2025) to promote library programs and strengthen community engagement.
- Participated as a guest on the *Community Matters* podcast (#177) to promote library services and increase public awareness of library offerings.
- Highlighted library initiatives and impact through feature coverage in the *Downtown Battle Creek Zine* (April/May 2026).

Ongoing Priorities & 2026–2027 Goals

Reading, Collections & Retail Strategy

- Advance the retail service model to increase circulation and improve discoverability.
- Expand promotion of high-demand materials through coordinated marketing.
- Leverage survey data and usage trends to guide improvements in collections and access.
- Sustain and grow the “Reading is Everything” campaign to maintain engagement.

Staff Development & Organizational Culture

- Build on supervisor training and structured check-ins to strengthen leadership consistency, communication, and staff support.
- Refine processes to improve staff effectiveness, clarity, and accountability.

Literacy & Community Partnerships

- Expand the Adult Literacy initiative to increase participation, strengthen tutor support, and establish a sustainable program model.
- Deepen partnerships around literacy and outreach to reach new audiences and broaden community impact.

Facilities & Capital Projects

- Complete the Helen Warner Branch expansion, including final construction and operational readiness.
- Plan and execute a public announcement and opening events to maximize community awareness and engagement.