



Salem-South Lyon District Library

9800 Pontiac Trail, South Lyon, MI 48178

SALEM-SOUTH LYON DISTRICT LIBRARY BOARD OF TRUSTEES

Educate. Enrich. Empower the Community. Imagine the Possibilities

AGENDA FOR SPECIAL LIBRARY BOARD MEETING

Tuesday, JANUARY 25, 2026, AT 5:00 PM

OLSON MEETING ROOM

- A. Call meeting to order and verify quorum (26-26)
- B. Approval of agenda (26-27V)
- C. Interview Nicholas Eisengruber (26-28)
- D. Recess (26-29)
- E. Reconvene (26-30)
- F. Interview Kathy Merucci (26-31)
- G. Public comment (26-32)
- H. Adjournment (26-33)

UPCOMING MEETINGS

BOARD MEETING: MONDAY, February 2, 2026, AT 7:00 PM

BUDGET COMMITTEE: Thursday, February 12, 2026, AT 3:00 PM

PRESIDENT: DENISE STACER (2028)

VICE-PRESIDENT: LINDA HAMILTON (2026)

SECRETARY: HATTIE MAGUIRE (2026)

TREASURER: DAN SIIVOLA (2028)

AT LARGE: RUSSELL SIMS (2026), ERIN PETRICCA (2026), PAT PERUSKI (2028)

LEADERSHIP TEAM: KEVIN CAMPBELL, KATHY HUTCHINSON, KATHY MERUCCI

ASSISTANT DIRECTOR: KATHY HUTCHINSON

COMMITTEES: THE PRESIDENT AND DIRECTOR SIT ON ALL COMMITTEES.

ADVOCACY MARKETING (AS NEEDED): STACER (CHAIR), PERUSKI, MROZ, ROBINSON, KING, PETRICCA, HUTCHINSON

ADVOCATE TO RAISE COMMUNITY AWARENESS OF THE LIBRARY.

BUDGET (MONTHLY): SIIVOLA (CHAIR), SIMS, STACER, HUTCHINSON, MERUCCI, BRUSSTAR

REVIEWS FINANCIAL STATEMENTS ON A MONTHLY BASIS; PREPARES AND RECOMMENDS BALANCED BUDGET REQUESTS AND ADJUSTMENTS BASED ON PRESENT AND ANTICIPATED NEEDS IN RELATION TO THE LIBRARY'S STRATEGIC PLAN AND CURRENT ECONOMIC CONDITIONS.

FACILITIES (AS NEEDED): HAMILTON (CHAIR), STACER, SIMS, CAMPBELL, MERUCCI, WEBER, PERUSKI, SIIVOLA, HUTCHINSON, BRUSSTAR

TO PROVIDE RECOMMENDATIONS TO THE BOARD REGARDING CURRENT AND FUTURE SUCCESSFUL OPERATION OF THE LIBRARY WITHIN BUDGETARY LIMITS.

LONG-RANGE PLANNING (QUARTERLY): STACER (CHAIR), HAMILTON, CAMPBELL, WEBER, HUTCHINSON

DEVELOP AND SUSTAIN PLANS TO PROVIDE CUTTING-EDGE SERVICES, MATERIALS, TECHNOLOGY, AND A STATE OF ART FACILITY IN CONJUNCTION WITH IDENTIFICATION OF REVENUE SOURCES FOR LONGEVITY

POLICY (QUARTERLY): MAGUIRE (CHAIR), STACER, PETRICCA, HUTCHINSON, MERUCCI, BRUSSTAR

RECOMMENDS TO THE BOARD, WITH INPUT FROM THE STAFF, ADDITION, REMOVAL, OR AMENDMENT OF POLICIES NEEDED TO CARRY FORWARD THE LIBRARY'S PLAN.

PROFESSIONAL DEVELOPMENT (QUARTERLY): HAMILTON (CHAIR), STACER, HUTCHINSON

ENCOURAGES THE BOARD TO STUDY LIBRARY-RELATED TOPICS BY SUPPLYING INFORMATION, MATERIALS, AND TRAINING OPPORTUNITIES.

DIRECTOR SEARCH COMMITTEE (AS NEEDED): STACER (CHAIR), CAMPBELL, HAMILTON, HUTCHINSON, MAGUIRE

RECONSIDERATION (AS NEEDED): MAGUIRE (CHAIR), STACER, MERUCCI, TBD LIBRARIAN, VARYING BOARD MEMBER, TBD COMMUNITY MEMBERS (2)

RISK MANAGEMENT (AS NEEDED): HAMILTON (CHAIR), MAGUIRE, STACER, HUTCHINSON

Nicholas D. Eisengruber



November 4, 2025

Dear Hiring Committee,

I am writing to express my interest in the Director position with the Salem-South Lyon District Library. While currently working as a Marketing/PR librarian, I bring the skill set of being a self-motivated, hardworking and resourceful individual with years of experience, internships, and academic knowledge to fall back on. I know I can succeed as the library director in this setting.

Given my professional and academic qualifications, I am confident I can immediately and effectively work toward furthering the goals and missions of the Salem-South Lyon District Library. Being able to be a part of the community where my wife's family grew up would be a dream come true. Working in libraries has always been a passion of mine, and a director position is an exciting opportunity for the continuing evolution of my career. Currently as the marketing librarian with the Brighton District Library, I bring enthusiasm in working and engaging with the community, both in-person and through social media. I have been responsible for creating and developing relationships with local community organizations and the press which only furthers the library's reach. As it is always our goal as library institutions to be welcoming to any and all patrons, making sure everyone knows what the library is and what it can do for them is paramount in the 21st century. It is my firm belief that the library is not just a place for books, but a community hub for technology, engagement, programming, and a lifelong place for learning.

In addition, my current role in Brighton has allowed me to service the needs of a diverse population of younger and older patrons. Being able to quickly and accurately answer their research/reference questions at the youth and adult desks is key to maintaining positive library/patron relations. As noted, I have been responsible for the library's public relations/marketing materials including drafting press releases, managing social media outreach, and creating the monthly library newsletter through Orangeboy. I have also been responsible for working alongside the management team to create and subsequently promote our new makerspace, the 'Inspo-Lab.' Being able to see this space develop from the idea stage to the promotion and usage stage has been the highlight of my time here in Brighton. Leading the tours of the Inspo-Lab to newcomers in the community and highlighting all of the exciting opportunities in which patrons can use the space is the best part of my day. I have also been responsible for keeping/updating the program calendar, including creating events, providing detailed descriptions, and interacting with other departments to ensure accurate scheduling. My previous role as a branch manager at the Genesee District Library also gave me valuable experience in direct supervision of staff including scheduling, budgeting, assigning daily tasks, and hiring processes.

The completion of my Master's Degree at Wayne State University also gave me hands-on experience in interacting with donors, both financially and with physical materials. In the pursuit of a graduate certificate in Archival Administration, I was able to meet with archival donors, evaluate the materials, develop an action plan, and accessing and processing the materials for use by the public for generations to come. The finding aid I created for the Eastern Michigan University Archives is available at (<http://aspace.emich.edu/repositories/2/resources/291>). I look forward to utilizing my knowledge and skills to serve the needs of the community in South Lyon. This Director position truly appears to be a perfect complement to my career goals and will enrich my work professionally and academically. I look forward to the opportunity to further discuss my skills for this position!

Best,

Nicholas D. Eisengruber

NICHOLAS EISENGRUBER

PROFESSIONAL EXPERIENCE

Brighton District Library, Apr 2023- Present

Marketing/PR Librarian, Feb 2024-Present

Brighton, Michigan

- Creates and implements marketing campaigns, writes press releases, and creates and edits Online content.
- Works with local media to produce content for library promotion, maintaining a press list.
- Creates and distributes monthly library eNews using Orangeboy Savannah software.
- Uses print and electronic resources to respond to public information requests in person, over the phone, or via email.
- Acquaints patrons with the resources of the library.

Youth Services Librarian, Apr 2023-Feb 2024

- Planned, organized, and presented library programs and special events for children ages 0-10.
- Maintained the assigned collections, including weeding and evaluating donated materials, and maintaining and adhering to an assigned budget in the Youth department .

Genesee District Library, July 2018- Apr 2023

Headquarters Branch Librarian

Flint, Michigan

- Responsible for day-to-day operations.
Developed the entire branch collection via Ingram and according to a yearly budget.
- Provided recommendation of digital materials for Overdrive and Hoopla.
- Interviewed and hired applicants for page positions.
- Crafted monthly branch operations reports to present at staff meetings.

SKILLS

- Archivists ' Toolkit, ASpace, PastPerfect, Sierra, CarlX
- Sony Vegas Movie Studio, FileMaker Pro, EAD, Dublin Core, MARC21, DACS, HTML Basic
- Google Workspace
- Microsoft Office Suite

CERTIFICATES / PROJECTS

- Level 1 Permanent Professional Certificate from the Library of Michigan.
- Graduate Certificate in Archival Administration.
- Involved in a special project deaccessioning & rehousing an AFSCME audiovisual collection.
- Internship at the National Archives & Records Administration in Chicago.
- Collections Intern at the Bay County Historical Society.

EDUCATION

Wayne State University
**Master of Library & Information
Science**
August 2016-May 2018

Saginaw Valley State University
Bachelor of Arts - History
August 2009-May 2015



Salem-South Lyon District Library

Imagine the Possibilities

9800 Pontiac Trl, South Lyon, MI 48178
Phone: 248-437-6431 | Fax: 248-437-6593

Employment Application: Library Director

This application must be completed thoroughly and included along with your cover letter, and resume. Send these documents as a single, combined PDF attachment to: directorhire@ssldl.info with "SSLDL DIRECTOR POSITION" in the subject of the email by **COB Tuesday, November 18, 2025** in order to be considered for this position.

Applicant Information

Full Name: Eisengruber Nicholas D Date: 11/4/2025
Last First M.I.

Address: [Redacted]
Street Address

[Redacted] MI [Redacted]
City State ZIP Code

Phone: [Redacted] Email: [Redacted]

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO

Have you ever worked for this library? YES NO If yes, when? _____

Have you ever been convicted of a crime or offense, other than a minor traffic violation? YES NO

If yes, explain: _____

Education

College: Wayne State University 42 W Warren Ave, Detroit, MI 48202

From: 2016 To: 2018 Did you graduate? YES NO Degree: MLIS

Other: Saginaw Valley State University Address: 7400 Bay Rd, University Center, MI 48710

From: 2009 To: 2015 Did you graduate? YES NO Degree: B.A. History

EMPLOYMENT HISTORY

Start with present or most recent job and list all previous employers. If you need more space, continue on a separate sheet.

Employer Brighton District Library	Dates		Hourly Rate/Salary	
Telephone + Area Code 810-229-6571	From	To	Start	Final
Address (City, State, Zip) 100 Library Drive Brighton, MI, 48116	2/2024	Present	25.96	28.00
Job Title Marketing/PR Librarian	Supervisor Jennifer Osborne			
Reason(s) for Leaving Current Position	Full Time <input checked="" type="checkbox"/> Part Time <input type="checkbox"/>			
Work Performed Creates and implements marketing campaigns, writes press releases, and creates and edits web content. Works with local media to produce content for library promotion. Uses print and electronic resources to respond to public information requests received in person, over the phone, or e-mail.				
Employer Brighton District Library	Dates		Hourly Rate/Salary	
Telephone + Area Code 810-229-6571	From	To	Start	Final
Address (City, State, Zip) 100 Library Drive Brighton, MI, 48116	4/2023	2/2024	24.51	25.96
Job Title Youth Services Librarian	Supervisor Laurie Walters			
Reason(s) for Leaving Moved to Adult Services Department	Full Time <input checked="" type="checkbox"/> Part Time <input type="checkbox"/>			
Work Performed Planned, organized, and presented library programs and special events for children ages 0-10. Maintained the assigned collections, including weeding and evaluating donated materials, and maintaining and adhering to an assigned budget in the Youth department.				
Employer Genesee District Library	Dates		Hourly Rate/Salary	
Telephone + Area Code 810-732-0110	From	To	Start	Final
Address (City, State, Zip) 4195 W Pasadena Ave Flint, MI, 48504	7/2018	4/2023	17.59	25.90
Job Title Branch Librarian	Supervisor Elizabeth Kish			
Reason(s) for Leaving Took job at BDL to be closer to home	Full Time <input checked="" type="checkbox"/> Part Time <input type="checkbox"/>			
Work Performed Responsible for day-to-day operations. Developed the entire branch collection via Ingram & according to a yearly budget. Interviewed & hired applicants for page positions. Crafted monthly branch operations reports to present at quarterly meetings.				
Employer Walter P. Reuther Archives of Labor & Urban Affairs	Dates		Hourly Rate/Salary	
Telephone + Area Code 313-577-4024	From	To	Start	Final
Address (City, State, Zip) 5401 Cass Ave Detroit, MI, 48202	11/2016	5/2018	7.50	9.00
Job Title Student Assistant	Supervisor Brandon Carter			
Reason(s) for Leaving Completion of my MLIS program	Full Time <input type="checkbox"/> Part Time <input checked="" type="checkbox"/>			
Work Performed Gathered archival materials for researchers. Involved in a special project deaccessioning & rehousing an AFSCME audio/visual collection.				

References

Please list at least two professional and 2 personal references

Full Name: Jennifer Osborne Relationship: Supervisor
Company: Brighton District Library Phone: [REDACTED]
Address: 100 Library Drive, Brighton, MI, 48116

Full Name: Elizabeth Kish Relationship: Supervisor
Company: East Lansing Public Library Phone: [REDACTED]
Address: 950 Abbot Road, East Lansing, MI, 48823

Full Name: Alexis Braun Marks Relationship: Professor
Company: Eastern Michigan University Archives Phone: [REDACTED]
Address: 955 W Circle Dr, Ypsilanti, MI, 48197

Full Name: Melissa Ford Relationship: Professor/Advisor
Company: Michigan Museums Association Phone: [REDACTED]
Address: P.O. Box 5246, Cheboygan, MI 49721

Full Name: _____ Relationship: _____
Company: _____ Phone: _____
Address: _____

Disclaimer and Signature

I agree and understand that all the information and statements on my application are correct and no attempt has been made to conceal or withhold pertinent information. I agree that any omission falsification, or misrepresentation is cause for my immediate termination at any time during my employment.

I authorize investigation of all statements contained in this application for any employment related purpose and I understand that a criminal background check will be performed as part of the hiring process. I hereby release any references and current or former employers for all liability for any information they may give you.

Signature: Nicholas D. Eisengruber Date: 11/4/2025

Nicholas Eisengruber

What is your relationship to the applicant?

1. Direct supervisor – head of adult services
2. Was his supervisor in Genesee
3. Site supervisor for his practicum – very small shop
4. Former professor/faculty advisor

What are the strengths of the applicant?

1. On time, considerate, thoughtful, does a good job, stays on track, has the skills to be left in charge
2. Attentive to details, calm, level headed
3. Incredibly motivated, self-starter, self-motivated, asking good questions – can edit himself by finding the information on his own, detail orientated, responsible for taking a project from start to end
4. In the Archivist management class he has methodical work, inquisitive, wanted to do a good job. After the internship, he continued to volunteer to take the project to completion

Is there anything I should be aware of?

1. No
2. No, but they really enjoyed working with him
3. Not that comes to mind, there are no red flags
4. No

What do you do? Would you hire this applicant?

1. Head of adult services. Yes
2. Experienced team leader, Yes
3. University archivist that meets with student to identify their area of growth, Absolutely
4. Professor, Yes I would

Nicholas Eisengruber

Facebook - No controversial post or comments found

X - A lot of polarizing political retweets like this one "I don't know what to tell you guys. We have to expand the Court. If we don't expand the Court, no liberal policy will be allowed to exist for the rest of our lives. That's why Republicans stole the court, that's why rich people pay for justices. Govern yourselves accordingly."

And one strongly worded comment

"Shoutout to the guy at the gas station this morning with the unsolicited advice on "how to park at the pump." Dumbass must not have seen the truck backing up into the spot he was referring I drive in to"

Instagram - No controversial post or comments found

Bluesky - No social media presence

Linkedin - Found profile with no posts



SSLDL Interview Details

From Hattie Maguire <hmaguire@ssldl.info>

Date Fri 1/9/2026 11:57 AM

To Hattie Maguire <hmaguire@ssldl.info>

 2 attachments (2 MB)

November Budget.pdf; SSLDL FINAL Audit 2024 2025.pdf;

Good afternoon,

We are so glad the interview time I sent earlier in the week will work for you. I'd like to share a few more details about the interview process to make sure we get to know you as best as possible.

Your interview will be conducted by a panel of trustees and staff members; we expect it will take approximately an hour and fifteen minutes.

We have three questions we'd like to pose to you prior to the interviews:

- What would the 26-27 budget look like if you were our director?
- We recently received a large monetary donation (approximately \$100,000) from a patron. What would your ideas be for spending that money?
- How would you handle a book challenge?

I've attached our November budget and our most recent audit. These documents should help you answer the budget question.

Looking forward to seeing you in a few weeks. Please do not hesitate to reach out if you have any questions.

Hattie Maguire
Secretary
SSLDL Board of Trustees

Salem-South Lyon District Library
Profit & Loss Budget Performance
 November 2025

	Nov 25	Jul - Nov 25	\$ Over Budget	% of Budget Target: 41.7%	Annual Budget
Ordinary Income/Expense					
Income					
400 · Property Taxes	101,293.89	1,538,305.10	-54,469.90	96.58%	1,592,775.00
400.3 · Service Contract	0.00	-60.13	-394,060.13	-0.02%	394,000.00
400.4 · Personal Property Taxes	9,857.89	11,180.20	2,380.20	127.05%	8,800.00
409 · Fines & Fees	294.65	38,891.87	-3,108.13	92.6%	42,000.00
415 · State Aid	0.00	13,767.83	767.83	105.91%	13,000.00
440 · Gifts & Grants	4,797.12	15,762.37	-45,137.63	25.88%	60,900.00
440.3 · Miscellaneous Income	1,492.96	9,611.79	-728,888.21	1.3%	738,500.00
447 · Sale of equipment	6,500.00	6,500.00	5,500.00	650.0%	1,000.00
450 · Portfolio Income	10,976.61	45,888.37	-34,111.63	57.36%	80,000.00
Total Income	135,213.12	1,679,847.40	-1,251,127.60	57.31%	2,930,975.00
Gross Profit	135,213.12	1,679,847.40	-1,251,127.60	57.31%	2,930,975.00
Expense					
500 · Personnel	81,516.53	438,724.00	-744,276.00	37.09%	1,183,000.00
505 · Library materials & supplies	33,440.47	149,840.77	-265,100.23	36.11%	414,941.00
536 · Facilities & Equipment	28,765.49	187,334.11	-993,049.89	15.87%	1,180,384.00
585 · Administrative Expenses	5,564.17	33,224.90	-57,775.10	36.51%	91,000.00
586 · Gifts & Grants Purchases	3,590.97	13,873.68	-47,776.32	22.5%	61,650.00
Total Expense	152,877.63	822,997.46	-2,107,977.54	28.08%	2,930,975.00
Net Ordinary Income	-17,664.51	856,849.94	856,849.94	100.0%	0.00
Net Income	-17,664.51	856,849.94	856,849.94	100.0%	0.00

Salem-South Lyon District Library
Profit & Loss Budget Performance
November 2025

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Total Income	135,213.12	1,679,847.40	-1,251,127.60	57.31%	2,930,975.00
Gross Profit	135,213.12	1,679,847.40	-1,251,127.60	57.31%	2,930,975.00
Expense					
500 · Personnel					
500.2 · Salaries	70,044.43	377,787.35	-617,212.65	37.97%	995,000.00
502 · Empl benefits	11,472.10	60,541.27	-114,458.73	34.6%	175,000.00
570 · Dues & workshops	0.00	395.38	-12,604.62	3.04%	13,000.00
Total 500 · Personnel	81,516.53	438,724.00	-744,276.00	37.09%	1,183,000.00
505 · Library materials					
505.12 · Library Materials	15,476.96	106,554.69	-207,701.31	33.91%	314,256.00
508 · Computer supplies/maint.	1,072.64	6,447.51	-8,052.49	44.47%	14,500.00
527 · Cooperative fee	15,292.66	28,420.76	-37,764.24	42.94%	66,185.00
531 · Programming	1,598.21	8,417.81	-11,582.19	42.09%	20,000.00
Total 505 · Library materials	33,440.47	149,840.77	-265,100.23	36.11%	414,941.00
536 · Facilities & Equipment					
515 · Utilities	3,814.37	19,673.97	-37,326.03	34.52%	57,000.00
536.12 · Maintenance & Repairs	3,536.95	51,632.35	-65,867.65	43.94%	117,500.00
560 · Insurance	0.00	31,319.00	-1.00	100.0%	31,320.00
600 · Equipment	2,835.67	17,931.71	-56,068.29	24.23%	74,000.00
605 · Capital Expenditure	0.00	23,798.58	-71,801.42	24.89%	95,600.00

Salem-South Lyon District Library
Profit & Loss Budget Performance
 November 2025

	Nov 25	Jul - Nov 25	\$ Over Budget	% of Budget Target: 41.7%	Annual Budget
605.8 · Cap. Expenditures (Future)	0.00	0.00	-14,407.00	0.0%	14,407.00
605.9 · Cap.Project Exp.(PY)	8,800.00	33,200.00	-677,800.00	4.67%	711,000.00
605.95 · Interest Expense (Bond)	9,778.50	9,778.50	-9,778.50	50.0%	19,557.00
605.96 · Debt Repayment	0.00	0.00	-60,000.00	0.0%	60,000.00
Total 536 · Facilities & Equipment	28,765.49	187,334.11	-993,049.89	15.87%	1,180,384.00
585 · Admininstrative Expenses					
510 · Office supplies	244.65	869.14	-930.86	48.29%	1,800.00
511 · Postage	0.00	89.94	-660.06	11.99%	750.00
512 · Printing	0.00	0.00	-750.00	0.0%	750.00
514 · Advertising	114.16	10,644.27	-25,055.73	29.82%	35,700.00
516 · Telephone	0.00	1,276.00	-2,524.00	33.58%	3,800.00
520 · Contractual services	5,063.54	11,474.98	-22,525.02	33.75%	34,000.00
525 · Legal & Professional	141.82	1,428.59	-2,071.41	40.82%	3,500.00
540 · Auditor	0.00	7,400.00	0.00	100.0%	7,400.00
585.3 · Misc. Expense	0.00	41.98	-3,258.02	1.27%	3,300.00
Total 585 · Admininstrative Expenses	5,564.17	33,224.90	-57,775.10	36.51%	91,000.00
586 · Gifts & Grants Purchases	3,590.97	13,873.68	-47,776.32	22.5%	61,650.00
Total Expense	152,877.63	822,997.46	-2,107,977.54	28.08%	2,930,975.00
Net Ordinary Income	-17,664.51	856,849.94	856,849.94	100.0%	0.00
Net Income	-17,664.51	856,849.94	856,849.94	100.0%	0.00

Salem-South Lyon District Library
Balance Sheet
 As of November 30, 2025

	Nov 30, 25	Nov 30, 24
ASSETS		
Current Assets		
Checking/Savings		
102 · Checking-Huntington Bank	153,872.15	186,143.66
106 · MI Class	577,648.93	552,929.30
113 · Comerica	13,430.34	12,843.44
116 · Huntington Securities	2,298,998.58	1,892,620.15
Total Checking/Savings	3,043,950.00	2,644,536.55
Other Current Assets		
103 · Petty Cash	225.00	225.00
115 · State Aid Receivable	10,178.72	9,567.12
Total Other Current Assets	10,403.72	9,792.12
Total Current Assets	3,054,353.72	2,654,328.67
Other Assets		
144 · Beneficial Interest/Comm. Found	29,305.87	27,045.54
Total Other Assets	29,305.87	27,045.54
TOTAL ASSETS	3,083,659.59	2,681,374.21
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts Payable	51,646.91	33,709.24
Total Accounts Payable	51,646.91	33,709.24
Other Current Liabilities		
2100 · Payroll Liabilities	48,714.76	37,872.12
Total Other Current Liabilities	48,714.76	37,872.12
Total Current Liabilities	100,361.67	71,581.36
Total Liabilities	100,361.67	71,581.36
Equity		
2200 · Library Fund Balance	444,883.00	439,067.00
300 · Unassigned Fund Balance	1,293,029.43	970,670.32
3000 · Undesignated Fund Balance	388,535.55	388,535.55
Net Income	856,849.94	811,519.98
Total Equity	2,983,297.92	2,609,792.85
TOTAL LIABILITIES & EQUITY	3,083,659.59	2,681,374.21



**SALEM-SOUTH LYON DISTRICT LIBRARY
OAKLAND COUNTY, MICHIGAN
ANNUAL FINANCIAL REPORT
YEAR ENDED JUNE 30, 2025**

TABLE OF CONTENTS

	<u>Page</u>
INDEPENDENT AUDITOR'S REPORT	1
MANAGEMENT'S DISCUSSION AND ANALYSIS	5
<u>BASIC FINANCIAL STATEMENTS</u>	
Government-wide Financial Statements	
Statement of Net Position	12
Statement of Activities	13
Fund Financial Statements	
Governmental Funds	
Balance Sheet	14
Reconciliation of Governmental Fund Balance Sheet to the Statement of Net Position	15
Statement of Revenues, Expenditures, and Changes in Fund Balance	16
Reconciliation of Statement of Revenues, Expenditures, and Changes in Fund Balance with Statement of Activities	17
Notes to the Financial Statements	19
<u>REQUIRED SUPPLEMENTARY INFORMATION</u>	
Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual - General Fund	33

INDEPENDENT AUDITOR'S REPORT

To the Library Board
Salem-South Lyon District Library
South Lyon, Michigan

Opinions

We have audited the accompanying financial statements of the governmental activities and the major fund of the Salem-South Lyon District Library (the "Library"), as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Library's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the major fund of the Library, as of June 30, 2025, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Library and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Emphasis of Matter – Implementation of New Accounting Standard

As discussed in Note 9 to the financial statements, the Library implemented Governmental Accounting Standards Board Statement No. 101, *Compensated Absences*, during the year ended June 30, 2025. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Library's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Library's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Library's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary comparison information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained

during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Gabridge & Company

Gabridge & Company, PLC
Grand Rapids, Michigan
October 20, 2025

MANAGEMENT'S DISCUSSION AND ANALYSIS

**Salem-South Lyon District Library
Management’s Discussion and Analysis
June 30, 2025**

As management of the Salem-South Lyon District Library (the “Library” or “government”), we offer readers of the Library’s financial statements this narrative overview and analysis of the financial activities of the Library for the fiscal year ended June 30, 2025. We encourage readers to consider the information presented here in conjunction with the financial statements as a whole.

Financial Highlights

- The assets of the Library exceeded its liabilities at the close of this fiscal year by \$4,944,827 (shown as *net position*). Of this amount, \$2,042,640 (*unrestricted net position*), may be used to meet the government’s ongoing obligations to citizens and creditors.
- During the year, the Library received \$2,371,388 in revenues and had \$1,973,899 in expenses resulting in a increase in net position of \$397,489.
- The general fund increased its fund balance by \$328,173 during the year for an ending fund balance of \$2,126,447.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$1,681,565, or 82.3% of the general fund’s expenditures.

Overview of the Financial Statements

The Library’s financial statements consist of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. The report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide Financial Statements. The *government-wide financial statements* are designed to provide a broad overview of the Library’s financial position. They are presented using a method of accounting that is similar to a private sector business.

The *statement of net position* presents information on all of the Library’s assets and liabilities, with the difference being reported as the net position. Over time, increases or decreases in net position can serve as a useful indicator of whether the financial position of the Library is improving or deteriorating.

The *statement of activities* presents information showing how the Library’s net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will result in cash

flows in future fiscal periods (e.g., capital asset activity). The statement of activities must, at a minimum, present expenses by function. Accordingly, expenses are reported by function as well as further detail.

Fund Financial Statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Each fund is operated similar to a completely separate entity, with its own set of balancing accounts. The Library uses fund accounting to ensure compliance with finance-related legal requirements.

Governmental Funds. The Library's basic services are reported in the governmental funds. Governmental funds account for essentially the same functions as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. This is known as the modified accrual system of accounting. Under this reporting system, capital items, debt payments, and certain other items are treated differently than on the government-wide statements. These items are recorded in the government fund balance as expenditures. No depreciation is recorded on capital items. The balance sheet for governmental funds does not include any capital items or long-term debt. The general fund of the Library is reported as a governmental fund.

The Library adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with its budget.

Notes to the Financial Statements. The notes to the financial statements provide additional information that is essential to a complete understanding of the information provided in both the government-wide and the fund financial statements.

Other information. In addition to the basic financial statements and accompanying notes, this report further presents required supplementary information (RSI) that explains the information presented in the financial statements.

Government-wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of overall financial position. In the case of the Library, assets exceeded liabilities by \$4,944,827 at the close of the most recent fiscal year. The following table illustrates the varying results of the governmental activities that combine to capture the Library's total net position (a comparative schedule is not available given that this was the initial year of operation):

Salem-South Lyon District Library's Net Position

	<u>2025</u>	<u>2024</u>
ASSETS		
<i>Current Assets</i>		
Cash and Investments	\$ 2,231,418	\$ 1,855,743
Accounts Receivable	11,018	9,567
Total Current Assets	<u>2,242,436</u>	<u>1,865,310</u>
<i>Noncurrent Assets</i>		
Capital Assets not Being Depreciated	152,000	152,000
Capital Assets Being Depreciated, net	3,250,881	3,203,796
Endowment	29,306	27,046
Total Assets	<u>5,674,623</u>	<u>5,248,152</u>
LIABILITIES		
<i>Current Liabilities</i>		
Accounts Payable	96,275	58,137
Accrued Salaries and Wages	42,992	30,911
Accrued Payroll Taxes	6,028	5,034
Accrued Interest	1,630	1,799
Current Portion of Compensated Absences	44,940	16,943
Current Portion of Long-term Debt	60,000	55,000
Total Current Liabilities	<u>251,865</u>	<u>167,824</u>
<i>Noncurrent Liabilities</i>		
Compensated Absences	7,931	2,990
Long-term Debt	470,000	530,000
Total Liabilities	<u>729,796</u>	<u>700,814</u>
NET POSITION		
Investment in Capital Assets	2,872,881	2,770,796
Restricted - Endowment	29,306	27,046
<i>Unrestricted</i>	<u>2,042,640</u>	<u>1,749,496</u>
Total Net Position	<u>\$ 4,944,827</u>	<u>\$ 4,547,338</u>

A significant portion of the Library's net position (\$2,872,881, or 58%) reflects its investment in capital assets (e.g., land, buildings and improvements, equipment and furniture, and library books). The Library uses these capital assets to provide a variety of services to its patrons. Accordingly, these assets are not available for future spending.

Another portion with a balance of \$29,306 is restricted for the Library's endowment.

The remaining balance of \$2,042,640 is unrestricted and may be used to meet the Library's ongoing obligations to its patrons and creditors.

Cash and cash equivalents increased \$375,675. This change closely follows the change in fund balance for the current year. Capital assets being depreciated increased by \$47,085 as a result of capital asset additions exceeding depreciation expense.

The Library's overall net position increased \$397,489 from the prior fiscal year. The reasons for this overall increase are discussed in the following section for governmental activities.

Governmental Activities. During the current fiscal year, net position for governmental activities increased \$397,489 from the prior fiscal year for an ending balance of \$4,944,827.

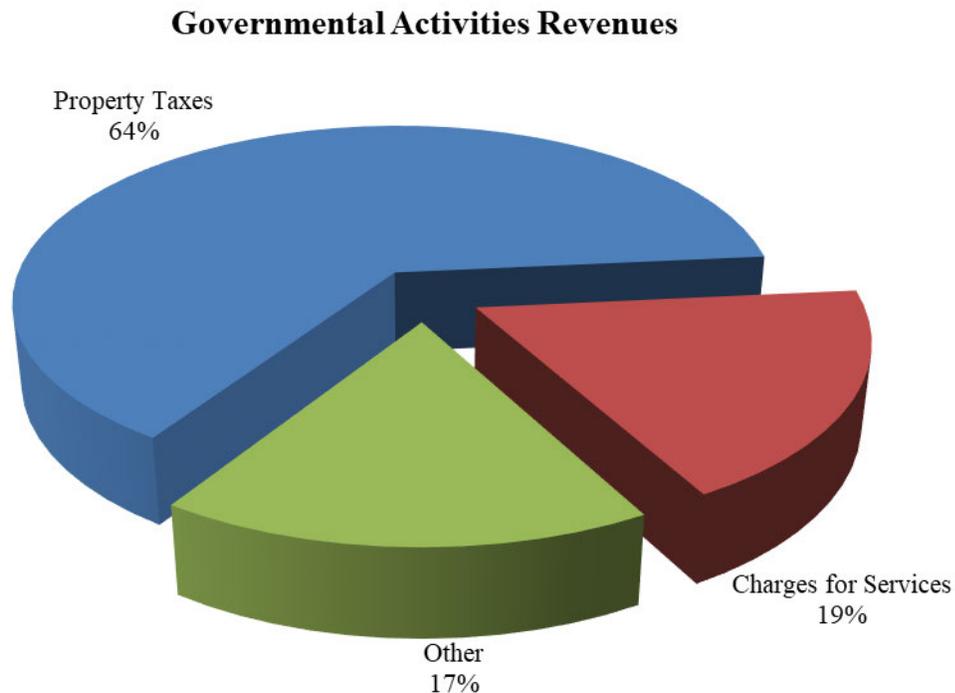
Salem-South Lyon District Library's Changes in Net Position

	<u>2025</u>	<u>2024</u>
Program Revenues		
Charges for Services	\$ 439,349	\$ 426,135
Operating Grants and Contributions	249,083	141,835
<i>Total Program Revenues</i>	<u>688,432</u>	<u>567,970</u>
General Revenues		
Property Taxes	1,525,192	1,427,244
Intergovernmental	26,973	25,549
Penal Fines	35,724	33,550
Interest Revenue	95,067	108,520
<i>Total General Revenues</i>	<u>1,682,956</u>	<u>1,594,863</u>
Total Revenues	<u>2,371,388</u>	<u>2,162,833</u>
Expenses		
Recreation and Culture:		
Library Materials, Services, Personnel and Facility	1,952,481	1,686,937
Interest on Long-Term Debt	21,418	23,447
Total Expenses	<u>1,973,899</u>	<u>1,710,384</u>
<i>Net Change in Net Position</i>	<u>397,489</u>	<u>452,449</u>
Net Position at Beginning of Period	4,547,338	4,094,889
<i>Net Position at End of Period</i>	<u>\$ 4,944,827</u>	<u>\$ 4,547,338</u>

Property taxes increased \$97,948 due to continued increase in taxable value in the district. Library materials, services, personnel and facility expenses increased \$265,544. This increase is mainly due an increase in depreciation and personnel expenses.

Governmental Activities

The following chart details the revenue sources for the governmental activities of the Library for the most recent fiscal year-end:



Personnel expenses were the largest expenses for the Library. The Library spent \$1,049,748 on salaries and wages, or 55% of the Library's expenses. Depreciation expense of \$311,383 represented 16% of the total expenses within the Library.

Financial Analysis of the Government's Funds

The Library uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

General Fund. The general fund is the operating fund of the Library. The general fund increased its balance in this fiscal year by \$328,173, bringing the fund balance to \$2,126,447. The increase in fund balance of the general fund is the result of revenues exceeding expenditures during the current year of operation. Property taxes increased by \$97,948 due to a typical annual increase in taxable value.

General Fund Budgetary Highlights

Original budget compared to final budget. During the year there were no significant amendments to original budgeted revenues or appropriations.

Final budget compared to actual results. The Library had no budget exceptions for the fiscal year.

Capital Asset and Debt Administration

Capital Assets. The Library's investment in capital assets at year-end amounted to \$3,402,881 (net of accumulated depreciation). Capital assets of the Library include any items purchased that have an expected useful life of over one year and have an initial individual cost of \$2,500 or more. The Library has invested in a broad range of capital assets. More information about the Library's capital assets can be found in the Notes to the Financial Statements section of this document.

Long-Term Debt. The Library had debt outstanding of \$530,000 as of June 30, 2025. More information on this long-term debt can be found in the notes to the financial statements section of this document.

Economic Factors and Next Year's Budgets and Rates

The Library plans to monitor expenditures carefully to ensure that it can continue to provide a high level of service to its patrons given the above factors which will impact revenues.

Contacting the Library's Management

This Financial report is designed to provide the wide variety of users of this document with a general overview of the Library's finances and demonstrate the Library's accountability for the money entrusted to it. If you have any questions regarding this report or need additional financial information, please direct your requests to:

Salem-South Lyon District Library
9800 Pontiac Trail,
South Lyon, MI 48178

Ph: (248) 437-6431

BASIC FINANCIAL STATEMENTS

Salem-South Lyon District Library
Statement of Net Position
June 30, 2025

ASSETS

Current Assets

Cash and Investments	\$	2,231,418
Accounts Receivable		11,018
Total Current Assets		2,242,436

Noncurrent Assets

Capital Assets not being Depreciated		152,000
Capital Assets being Depreciated, net		3,250,881
Endowment		29,306
Total Assets		5,674,623

LIABILITIES

Current Liabilities

Accounts Payable		96,275
Accrued Salaries and Wages		42,992
Accrued Payroll Taxes		6,028
Accrued Interest		1,630
Current Portion of Compensated Absences		44,940
Current Portion of Long-term Debt		60,000
Total Current Liabilities		251,865

Noncurrent Liabilities

Compensated Absences		7,931
Long-term Debt		470,000
Total Liabilities		729,796

NET POSITION

Net Investment in Capital Assets		2,872,881
<i>Restricted for:</i>		
Endowment - Nonexpendable		29,306
<i>Unrestricted</i>		2,042,640
Total Net Position	\$	4,944,827

**Salem-South Lyon District Library
Statement of Activities
For the Year Ended June 30, 2025**

Functions/Programs	Expenses	Program Revenues			Net (Expense) Revenue
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	
Recreation and Culture	\$ 1,952,481	\$ 439,349	\$ 249,083	\$ --	\$ (1,264,049)
Interest on Long-term Debt	21,418	--	--	--	(21,418)
Total	\$ 1,973,899	\$ 439,349	\$ 249,083	\$ --	(1,285,467)

General Purpose Revenues:

Property Taxes	1,525,192
Intergovernmental	26,973
Penal Fines	35,724
Interest Revenue	95,067
Total General Revenues	1,682,956
Change in Net Position	397,489
<i>Net Position at Beginning of Period</i>	<u>4,547,338</u>
Net Position at End of Period	\$ <u>4,944,827</u>

The Notes to the Financial Statements are an Integral part of these Financial Statements

Salem-South Lyon District Library
Balance Sheet
Governmental Fund
June 30, 2025

	General
ASSETS	
Cash and Investments	\$ 2,231,418
Accounts Receivable	11,018
Endowment	29,306
<i>Total Assets</i>	\$ 2,271,742
LIABILITIES	
Accounts Payable	\$ 96,275
Accrued Salaries and Wages	42,992
Accrued Payroll Taxes	6,028
<i>Total Liabilities</i>	145,295
FUND BALANCE	
Restricted	29,306
Assigned	415,576
Unassigned	1,681,565
<i>Total Fund Balance</i>	2,126,447
<i>Total Liabilities and Fund Balance</i>	\$ 2,271,742

The Notes to the Financial Statements are an Integral part of these Financial Statements

Salem-South Lyon District Library
Reconciliation of Governmental Fund Balance Sheet to the Statement of Net Position
June 30, 2025

Total Fund Balance - Governmental Fund	\$ 2,126,447
In the statement of activities, interest is accrued on long-term debt, whereas in governmental funds, the interest expenditure is reported when due.	(1,630)
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds. This represents capital assets of \$8,738,528 net of accumulated depreciation of \$5,335,647.	3,402,881
Compensated absences are not due in and payable in the current period, therefore, are not reported in the funds.	(52,871)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the funds.	(530,000)
Total Net Position - Governmental Activities	\$ <u>4,944,827</u>

The Notes to the Financial Statements are an Integral part of these Financial Statements

Salem-South Lyon District Library
Statement of Revenues, Expenditures, and Changes in Fund Balance
Governmental Fund
For the Year Ended June 30, 2025

	General
Revenues	
Property Taxes	\$ 1,525,192
Intergovernmental	26,973
Penal Fines	35,724
Grant Revenue	12,100
Contributions	247,858
Charges for Services	407,534
Fines and Fees	7,209
Interest Revenue	95,067
Miscellaneous Revenue	13,731
<i>Total Revenues</i>	2,371,388
Expenditures	
Personnel	1,049,748
Library Services and Materials	349,902
Facilities and Equipment	426,715
Other Expenditures	140,263
Debt Service - Principal	55,000
Debt Service - Interest	21,587
<i>Total Expenditures</i>	2,043,215
<i>Excess of Revenues Over (Under) Expenditures</i>	328,173
<i>Net Change in Fund Balance</i>	328,173
<i>Fund Balance at Beginning of Period</i>	1,798,274
<i>Fund Balance at End of Period</i>	\$ 2,126,447

The Notes to the Financial Statements are an Integral part of these Financial Statements

Salem-South Lyon District Library
Reconciliation of Governmental Fund Statement of Revenues, Expenditures, and
Changes in Fund Balance with Statement of Activities
For the Year Ended June 30, 2025

Total Net Change in Fund Balances - Governmental Fund	\$	328,173
Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds. This amount represents the increase in compensated absences of \$32,938 less the decrease in accrued interest of \$169.		(32,769)
Current year long-term debt principal payments on bonds payable are expenditures in the fund financial statements but are reductions in long-term debt in the government-wide financial statements.		55,000
Governmental funds report capital outlay as expenditures; however, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This represents the amount by which depreciation expense of \$311,383 is exceeded by capital outlay of \$358,468.		47,085
Changes in Net Position - Governmental Activities	\$	<u>397,489</u>

NOTES TO FINANCIAL STATEMENTS

Salem-South Lyon District Library

Notes to the Financial Statements

Note 1 - Summary of Significant Accounting Policies

The accounting policies of the Salem-South Lyon District Library (the “Library” or “government”) conform to accounting principles generally accepted in the United States of America as applicable to governmental units. The following is a summary of the Library’s significant accounting policies.

Reporting Entity

Salem-South Lyon District Library was established under a District Library Agreement with Salem Township and the City of South Lyon pursuant to the District Library Establishment Act, 1989 PA 24, MCL 397.171. The Library is located in Salem Township within Washtenaw County, Michigan and is governed by a seven-member elected board. The Library is funded through tax levies, fines, state aid, and contributions.

In accordance with generally accepted accounting principles and Governmental Accounting Standards Board (GASB) Statement No. 61, "*The Financial Reporting Entity*," these financial statements present the Library. The criteria established by GASB for determining the reporting entity includes oversight responsibility, fiscal dependency, and whether the financial statements would be misleading if data were not included. There are no other units that should be included in the financial statements.

Government-wide and Fund Financial Statements

The government-wide financial statements (e.g., the statement of position and the statement of activities) report information on all of the non-fiduciary activities of the primary government. *Government activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support. The Library only has governmental activities.

The statement of activities demonstrates the degree to which the direct expense of a given function or segment is offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenue includes: 1) charges to Library patrons who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meet the operational or capital requirements of a particular function or segment. Taxes and other unrestricted items are reported instead as general revenue.

The statement of net position includes and recognizes all long-term assets and receivables as well as long-term debt and obligations. The Library’s net position is reported in three parts: 1) investment in capital assets, 2) restricted net position, and 3) unrestricted net position.

Salem-South Lyon District Library

Notes to the Financial Statements

Measurement Focus, Basis of Accounting, and Financial Statement Presentation

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Library considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds.

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

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

The Library reports the following major governmental funds:

The ***General Fund*** is the Library's primary operating fund. It accounts for all financial resources of the Library, except those required to be accounted for in another fund.

Financial Statement Amounts

Cash and Cash Equivalents

Cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with a maturity of 90 days or less when acquired. Investments are stated at fair value.

Salem-South Lyon District Library

Notes to the Financial Statements

State statutes and Library policy authorize the Library to invest in:

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

Investments

Investments are stated at fair market value. Investments are exposed to various risks, such as significant external events, interest rate, credit, and overall market volatility risks. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the fair value of investments will occur in the near term and that such changes could materially affect the amounts reported in the statement of net position.

Receivables

All trade and property tax receivables are shown as net of allowance for uncollectible amounts.

State aid is accrued for in accordance with the report provided by the State of Michigan which is when the revenue is earned.

The Library tax is levied on property in the Library's district on July 1 and becomes an enforceable lien on December 1. The Library's ad valorem tax is levied based on the taxable valuation of property as of the preceding December 31. Taxes are considered delinquent on

Salem-South Lyon District Library

Notes to the Financial Statements

March 1 of the following year. The Library levied 1.5059 mill and the taxable valuation within the district was \$1,017,518,561 on the 2024 tax roll (generating 2025's tax revenues).

Capital Assets

Capital assets are defined by the Library as assets acquired for use in the operation of the Library with an estimated useful life in excess of three years and an individual cost of greater than \$2,500. Such assets are recorded at historical cost. Donated assets are reported at acquisition value at the date of donation. Additions, improvements, and other capital outlays that significantly extend the useful life of an asset are capitalized. Other costs incurred for repairs and maintenance are expensed as incurred. Depreciation on all assets is provided on the straight-line basis over the following estimated useful lives:

<u>Description</u>	<u>Years</u>
Building and Improvements	30
Equipment, Furniture, and Fixtures	4 - 7
Library Collection	7 - 10

Accrued Interest

In accordance with GASB interpretation No. 6, accrued interest is recorded on the government-wide statements rather than within the fund financial statements.

Long-term Liabilities

Long-term debt and other long-term obligations are recognized as a liability in the government-wide financial statements. The portion of these liabilities expected to be paid within the next year is a current liability with the remaining amounts shown as long-term.

Compensated Absences

The Library's employees are granted paid time off ("PTO") in varying amounts based upon length of service and position. Unused PTO may accumulate and be carried over to a subsequent year, subject to restrictions. It is the Library's policy to recognize the cost of PTO leave at the time payments are made. PTO pay accrued at year-end which is subject to payment upon termination has been included as a liability on the statement of net position and not on the balance sheet as the balance is not expected to be liquidated with expendable available financial resources.

The Library accrues compensated absences for employees based on leave earned that is attributable to services already rendered and is more likely than not to result in a cash payment or other settlement. Accruals include vacation, sick leave, and paid time off in accordance with the provisions of GASB Statement No. 101.

Salem-South Lyon District Library

Notes to the Financial Statements

Deferred Outflow /Inflows of Resources

In addition to assets, the statement of net position will sometimes report a separate section for deferred outflows of resources and deferred inflows of resources. Deferred outflows of resources, a separate financial statement element, represents a consumption of net position that applies to future periods and so will not be recognized as an outflow of resources (expense/expenditure) until then. The Library does not have any items that qualify for reporting in this category.

Deferred inflows of resources, a separate financial statement element, represented an acquisition of net position or fund balance, respectively, that applies to a future period and so will not be recognized as an inflow of resources (revenue) until that time. The Library does not have any items that qualify for reporting in this category.

Net Position Flow Assumption

Sometimes the Library will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted – net position and unrestricted – net position in the government-wide financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the Library’s policy to consider restricted – net position to have been depleted before unrestricted – net position is applied.

Fund Balance Flow Assumption

Sometimes the Library will fund outlays for a particular purpose from both restricted and unrestricted resources (the total of committed, assigned, and unassigned fund balance). In order to calculate the amounts to report as restricted, committed, assigned, and unassigned fund balance in the governmental fund financial statements a flow assumption must be made about the order in which the resources are considered to be applied. It is the Library’s policy to consider restricted fund balance to have been depleted before using any of the components of unrestricted fund balance. Further, when the components of unrestricted fund balance can be used for the same purpose, committed fund balance is depleted first, followed by assigned fund balance. Unassigned fund balance is applied last.

Fund Balance Policies

Fund balance of governmental funds is reported in various categories based on the nature of any limitations requiring the use of resources for specific purposes. Governmental funds report *nonspendable fund balance* for amounts that cannot be spent because they are either: a) not in spendable form or b) legally or contractually required to be maintained intact. *Restricted fund balance* is reported when externally imposed constraints are placed on the use of resources by grantors, contributors, or laws or regulations of other governments. The government itself can establish limitations on the use of resources through either a commitment (committed fund balance) or an assignment (assigned fund balance).

Salem-South Lyon District Library

Notes to the Financial Statements

The *committed fund balance* classification includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision making authority. The Library Board is the highest level of decision-making authority for the government that can, by adoption of a resolution prior to the end of the fiscal year, commit fund balance. Once adopted, the limitation imposed by the resolution remains in place until a similar action is taken (the adoption of another resolution) to remove or revise the limitation.

Amounts in the *assigned fund balance* classification are intended to be used by the government for specific purposes but do not meet the criteria to be classified as committed. The Library budget committee, with informal board approval, can assign fund balance as it does when appropriating fund balance to cover a gap between estimated revenue and appropriations in the subsequent year's appropriated budget. Unlike commitments, assignments generally only exist temporarily. In other words, an additional action does not normally have to be taken for the removal of an assignment. Conversely, as discussed above, an additional action is essential to either remove or revise a commitment.

Unassigned fund balance is the residual classification for the Library's general fund and includes all spendable amounts not contained in the other classifications and is therefore available to be spent as determined by the Library Board.

Minimum unassigned fund balance shall be two months of general fund expenditures or 17% of general fund revenue, whichever is greater. Although circumstances may require the unassigned fund balance to fall below the minimum level established by this policy, it shall be the Library Board's intent that such minimum balance shall be re-established at the earliest possible opportunity.

Use of Estimates

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Subsequent Events

Management has evaluated subsequent events through October 20, 2025, the date on which these financial statements were available to be issued.

Note 2 - Stewardship, Compliance, and Accountability

Budgetary Information

The general fund is under formal budgetary control. The budget shown in the financial statements for this fund was prepared on the basis not significantly different from the modified

Salem-South Lyon District Library

Notes to the Financial Statements

accrual basis used to reflect actual results and consists only of those amounts contained in the formal budget approved and amended by the Board.

The Library employs the following procedures in establishing the budgetary data reflected in the financial statements:

- a) The Library Director prepares the proposed operating budget for the fiscal year commencing July 1 and presents it to the Library Board at its annual work session in April. The operating budget includes proposed expenditures and resources to finance them.
- b) The budget is adopted annually by the Board at the May Board meeting.
- c) The budget is legally adopted at the cost center control level.
- d) Budget amendments are to be presented by the budget committee to the Board, as needed, to keep the budget accurate.
- e) All annual appropriations lapse at fiscal year-end.

P.A. 621 of 1978, Section 18(1), as amended, provides that a local unit shall not incur expenditures in excess of the amount appropriated. During the year ended June 30, 2025, the Library had no expenditures in excess of the amount appropriated.

Salem-South Lyon District Library

Notes to the Financial Statements

Note 3 - Deposits and Investments

The Library maintains demand deposits and short-term investment accounts. Following is a reconciliation of deposit and investment balances as of June 30, 2025:

Statement of Net Position	
Cash and Investments	<u>\$ 2,231,418</u>
Deposits and Investments	
Checking and Savings Accounts	\$ 102,155
Brokerage Accounts	
Money Market	326,034
Short-term Investments	13,206
Pooled Investments (not MI Class)	24,848
U.S. Treasury Securities	<u>1,197,516</u>
<i>Total Brokerage Accounts</i>	<u>1,561,604</u>
External Investment Pool (MI Class)	567,434
Cash on Hand	<u>225</u>
Total	<u>\$ 2,231,418</u>

Custodial Credit Risk - Deposits

Custodial credit risk is the risk that, in the event of a bank failure, the Library's deposits might not be returned. State law does not require but the Library does have a policy for deposit custodial credit risk. As of year-end, none of the Library's bank balance of \$2,231,418 was exposed to custodial credit risk because it was uninsured and uncollateralized. The Library evaluates each financial institution with which it deposits Library funds and assesses the level of risk of each institution; only those institutions with an acceptable estimated risk level are used as depositories.

Custodial Credit Risk - Investments. For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the Library will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. In order to minimize this risk, Library policy limits the types of investments and pre-qualifies financial institutions. As of June 30, 2025, none of the Library's investments were exposed to risk since the securities are held in the Library's name by the counterparty.

Salem-South Lyon District Library

Notes to the Financial Statements

Following is a summary of the Library's investments as of June 30, 2025:

Investments	
Money Market	\$ 326,034
Short-term Investments	13,206
Pooled Investments	24,848
U.S. Treasury Securities	1,197,516
Total	\$ 1,561,604

Credit Risk. State law limits investments to specific government securities, certificates of deposits and bank accounts with qualified financial institutions, commercial paper with specific maximum maturities and ratings when purchased, bankers acceptances of specific financial institutions, qualified mutual funds and qualified external investment pools as identified in the list of authorized investments in the summary of significant accounting policies. The Library's investment policy does not have specific limits in excess of state law on investment credit risk. Credit risk ratings, where applicable, are summarized as follows:

<u>Rating Agency</u>	<u>Rating</u>	<u>FMV</u>
S&P	AAAm	\$ 326,034
S&P	AA+	493,514
Not Rated	N/A	742,056
Total		\$ 1,561,604

Interest Rate Risk. Interest rate risk is the risk that the market rate of securities in the portfolio will fall due to changes in market interest rates. State law limits the allowable investments and the maturities of some of the allowable investments as identified in the summary of significant accounting policies. The Library's investment policy does not have specific limits in excess of state law on investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Maturity dates for investments held at year-end are summarized as follows:

<u>Maturity</u>	<u>Investments</u>
No Maturity	\$ 350,882
Matures within 1 Year	1,210,722
Total	\$ 1,561,604

Concentration of Credit Risk. Concentration of credit risk is the risk of loss attributed to the magnitude of the Library's investment in a single issuer. State law limits allowable investments but does not limit concentration of credit risk as identified in the list of authorized investments in the summary of significant accounting policies. The Library's investment policy does not limit

Salem-South Lyon District Library

Notes to the Financial Statements

investments in a single financial institution of a single security type (with the exception of U.S. treasuries and agencies and authorized pools) to a percentage of the total investment portfolio. All investments held at year end are reported above.

Fair Value Measurements

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. A fair value hierarchy is also established which requires an entity to maximize the use of observable and minimize the use of unobservable inputs.

There are three levels of inputs that may be used to measure fair value:

- Level 1: Quoted prices in active markets for identical securities.
- Level 2: Prices determined using other significant observable inputs. Observable inputs are inputs that other market participants may use in pricing a security. These may include quoted prices for similar securities, interest rates, prepayment speeds, credit risk and others.
- Level 3: Prices determined using significant unobservable inputs. Unobservable inputs may be used in situations where quoted prices or observable inputs are unavailable or deemed less relevant (for example, when there is little or no market activity for an investment at the end of the period). Unobservable inputs reflect the organization's own assumptions about the factors market participants would use in pricing an investment, and would be based on the best information available.

The Library holds shares in the Michigan CLASS government investment pool whereby the fair value of the investment is measured on a recurring basis using net asset value per share (or its equivalent) of the investment pool as a practical expedient.

At year-end, the net asset value of the Library's investment in the Michigan CLASS government investment pool was \$567,434. The investment pool had no unfunded commitments, specific redemption frequency or redemption notice period required. The Michigan CLASS government investment pool invests in U.S. treasury obligations, federal agency obligations of the U.S. government, high-grade commercial paper (rated 'A-1' or better) collateralized bank deposits, repurchase agreements (collateralized at 102% by Treasuries and agencies), and approved money-market funds. The program seeks to provide safety, liquidity, convenience, and competitive rates of return, and is designed to meet the needs of Michigan public sector investors. It purchases securities that are legally permissible under state statutes and are available

Salem-South Lyon District Library

Notes to the Financial Statements

for investment by Michigan counties, cities, townships, school districts, authorities, and other public agencies.

The Library has the following recurring fair value measurements as of June 30, 2024:

Fair Value	Investments
Level I	\$ 969,322
Level II	24,848
Net Asset Value Per Share	567,434
<i>Total</i>	\$ 1,561,604

Note 4 - Capital Assets

A summary of the changes in capital assets is as follows:

	July 1, 2024	Additions	Reductions	June 30, 2025
Capital assets not being depreciated				
Land	\$ 152,000	\$ -	\$ -	\$ 152,000
Capital assets being depreciated				
Building and Improvements	6,159,501	161,266	-	6,320,767
Equipment, Furniture, and Fixtures	564,977	55,812	-	620,789
Library Collection	1,503,582	141,390	-	1,644,972
Total capital assets being depreciated	8,228,060	358,468	-	8,586,528
Less accumulated depreciation				
Building and Improvements	3,401,804	219,331	-	3,621,135
Equipment, Furniture, and Fixtures	479,637	27,224	-	506,861
Library Collection	1,142,823	64,828	-	1,207,651
Total accumulated depreciation	5,024,264	311,383	-	5,335,647
<i>Total capital assets (net)</i>	\$ 3,355,796	\$ 47,085	\$ -	\$ 3,402,881

Depreciation expense was \$311,383 for the year ended June 30, 2025 and was entirely charged to the recreation and culture function of the Library.

Salem-South Lyon District Library

Notes to the Financial Statements

Note 5 - Long-term Debt

The following is a summary of the debt transactions of the Library for the year ended June 30, 2025:

Long Term Debt	Beginning Balance	Additions	Reductions	Ending Balance	Due Within One Year
2018 Capital Improvement Bonds	\$ 585,000	\$ -	\$ 55,000	\$ 530,000	\$ 60,000
Compensated Absences	19,933	32,938	-	52,871	44,940
Total	\$ 523,337	\$ 32,938	\$ 55,000	\$ 582,871	\$ 104,940

The annual requirements to amortize all debt outstanding (excluding compensated absences) as of June 30, 2025, are as follows:

	Governmental Activities		
	Principal	Interest	Total
2026	\$ 60,000	\$ 19,557	\$ 79,557
2027	60,000	17,343	77,343
2028	65,000	15,129	80,129
2029	65,000	12,731	77,731
2030	65,000	10,332	75,332
2031-2033	215,000	16,052	231,052
Totals	\$ 530,000	\$ 91,143	\$ 621,143

Note 6 – Deferred Compensation

The Library provides benefits to all of its employees who work more than 20 hours per week on a regularly scheduled basis through a deferred contribution plan with security benefits. In a deferred contribution plan, benefits depend solely on amounts contributed to the plan plus investment earnings. Employees are eligible to participate after three months of employment. As established by the library board, the Library contributes 6.5 percent of employees' gross earnings, and employee contributions for each employee plus interest allocated to the employee's account are fully vested upon admittance to the plan. The library employee and employer contributions to the Security Benefits Plan related to the fiscal year ended June 30, 2025, were \$0 and \$0, respectively.

In January 2018, the Library began offering an additional deferred contribution plan held with the Municipal Employees' Retirement System. This plan is offered to all employees. Total employee and employer contributions to the Plan for the year ended June 30, 2025 were \$40,876 and \$42,335, respectively.

Salem-South Lyon District Library

Notes to the Financial Statements

Note 7 – Fund Balances

The Library has adopted the provisions of GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definition*. GASB 54 establishes fund balance classifications that comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. Summarized information on fund balances of the Library’s funds was as follows:

	<u>General Fund</u>
Fund Balances	
Restricted	
Endowment - Nonexpendable	\$ 29,306
Assigned	
Future Capital Improvements	389,044
Gift Funds	<u>26,532</u>
<i>Total Assigned</i>	<u>415,576</u>
Unassigned	<u>1,681,565</u>
<i>Total Fund Balances</i>	<u>\$ 2,126,447</u>

Note 8 - Risk Management

The Library is exposed to various risks of loss related to property loss, torts, errors and omissions, employee injuries (workers’ compensation) and certain medical benefits provided to employees. The Library purchased commercial insurance for risks of losses due to employee injuries and liability claims.

Note 9 - New Accounting Pronouncement

The Library implemented Governmental Accounting Standards Board (“GASB”) Statement No. 101, *Compensated Absences*, during the fiscal year ended June 30, 2025. The adoption of this standard did not have a material impact on the Library’s financial statements, and no restatement of prior year balances was required.

REQUIRED SUPPLEMENTARY INFORMATION

Salem-South Lyon District Library
Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
General Fund
For the Year Ended June 30, 2025

	<u>Budgeted Amounts</u>		<u>Actual</u>	Variance
	<u>Original</u>	<u>Final</u>		Favorable (Unfavorable) Final to Actual
Revenues				
Property Taxes	\$ 1,537,112	\$ 1,537,112	\$ 1,525,192	\$ (11,920)
Intergovernmental	12,829	12,829	26,973	14,144
Penal Fines	32,091	32,091	35,724	3,633
Grant Revenue	12,100	12,100	12,100	--
Contributions	57,900	85,900	247,858	161,958
Charges for Services	378,000	378,000	407,534	29,534
Fines and Fees	7,209	7,209	7,209	--
Interest Revenue	45,000	57,000	95,067	38,067
Miscellaneous Revenue	28,400	113,400	13,731	(99,669)
Total Revenues	<u>2,110,641</u>	<u>2,235,641</u>	<u>2,371,388</u>	<u>135,747</u>
Expenditures				
Personnel	1,107,677	1,107,677	1,049,748	57,929
Library Services and Materials	373,000	373,000	349,902	23,098
Facilities and Equipment	408,977	493,977	426,715	67,262
Other Expenditures	144,400	184,400	140,263	44,137
Debt Service - Principal	55,000	55,000	55,000	--
Debt Service - Interest	21,587	21,587	21,587	--
Total Expenditures	<u>2,110,641</u>	<u>2,235,641</u>	<u>2,043,215</u>	<u>192,426</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>--</u>	<u>--</u>	<u>328,173</u>	<u>328,173</u>
Net Change in Fund Balance	<u>--</u>	<u>--</u>	<u>328,173</u>	<u>328,173</u>
<i>Fund Balance at Beginning of Period</i>	<u>1,798,274</u>	<u>1,798,274</u>	<u>1,798,274</u>	<u>--</u>
Fund Balance at End of Period	<u>\$ 1,798,274</u>	<u>\$ 1,798,274</u>	<u>\$ 2,126,447</u>	<u>\$ 328,173</u>

October 20, 2025

To the Library Board
Salem-South Lyon District Library

We have audited the financial statements of the governmental activities and the major fund of the Salem-South Lyon District Library (the "Library") for the year ended June 30, 2025. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated May 16, 2025. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Library are described in Note 1 to the financial statements. During the fiscal year ended June 30, 2025, the Library adopted Governmental Accounting Standards Board (GASB) Statement No. 101, *Compensated Absences*. As described in Note 9 to the financial statements, the adoption of this new accounting principle did not have a material impact on Library's financial statements, and no restatement of prior year balances was required. We noted no transactions entered into by the Library during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

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

- Management's estimate of the current year capital asset depreciation expense is based on the estimated useful lives of the Library's capital assets.
- Management's estimate of the accrued compensated absences is based on current hourly rates and policies regarding payment of sick and vacation banks.

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

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

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

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. No misstatements above trivial were found.

Disagreements with Management

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

Management Representations

We have requested certain representations from management that are included in the management representation letter dated October 20, 2025.

Management Consultations with Other Independent Accountants

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

Other Audit Findings or Issues

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

Other Matters

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

Restriction on Use

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

Very truly yours,

A handwritten signature in cursive script that reads "Gabridge & Company". The signature is written in dark ink and is positioned above the printed name of the company.

Gabridge & Company, PLC
Grand Rapids, MI

Prepared questions

1. Draft what the 26-27 budget would look like.
2. Suggestion(s) for large gift money?
3. How would you handle a book challenge?

On the fly questions

1. Give an example of how you dealt with an unexpected conflict.
2. The library has seen a decrease in revenue, what budgetary recommendations would you make?
3. How would you handle a disagreement with a trustee?
4. What are some responsibilities of the director that should not be delegated?
5. How would you handle negative feelings from some staff, caused by board action?
6. We have a thriving friends volunteer crew. How do you envision the director working with the friends group?
7. Do you have any questions for us?

Criteria	Nicholas Eisengruber	Rubric is based on a three point system with 3 being the highest score and 1 being the lowest.
	Notes	
Interview date and time		
Has required education		
Has necessary experience		
Reference Check		
Social Media posts		
Has a vision for the library		
Ability to communicate		
Understands library operations		
Understands library finance -L4029 to audit		
Agrees with library polices and procedures		
Ability to manage and support staff		
Ability to represent the library publicly		

Criteria	Notes	Rubric is based on a three point system with 3 being the highest score and 1 being the lowest.
Suggestion(s) for large gift money?		
How would you handle a book challenge?		
On the Fly questions: Give an example of how you have dealt with an unexpected conflict		
The library has seen a decrease in revenue, what budgetary recommendations would you make?		
How would you handle a disagreement with a trustee?		
What are some responsibilities of the director that should not be delegated?		
How would you handle negative feelings from some staff, caused by board action?		
We have a thriving friends volunteer crew. How do you envision the director working with the friends group?		
Do you have any questions for us?		

Kathleen Merucci



November 13, 2025

Salem-South Lyon District Library
Attn: Denise Stacer
9800 Pontiac Trail
South Lyon, MI 48178

Dear Denise,

In response to the job posting for the Library Director, I have attached my resume for your review. I have fourteen years of public library experience and hold a Master of Library and Information Science degree from Wayne State University. My work and budget experience, paired with my committee work and educational training, will make me successful in this position.

For the past four years, I have worked as the Head of Information Services at Salem-South Lyon District Library. During my employment at the Salem-South Lyon District Library, I have introduced new collections to the Library, offered excellent reference services to our community, and provided quality programs to adult, youth and teen patrons. I currently supervise nine reference desk staff. In addition, I manage a library materials budget of \$293,000 and a programming budget of \$20,000.

In March 2021, I was appointed Interim Director following the retirement of Donna Olson. As Interim Director, I assisted with the development of the 2021-2022 Library Budget and the project coordination of a new drive-thru window and an outdoor pavilion for the Library.

My public library experience, paired with my budget and supervisory experience has prepared me to be a successful Library Director. I appreciate the opportunity to apply for this position and look forward to discussing it in an interview. Thank you for your time and consideration.

Sincerely,

A handwritten signature in dark ink that reads "Kathy Merucci".

Kathy Merucci
248-679-6597
kmerucci@gmail.com



PROFESSIONAL EXPERIENCE

Salem-South Lyon District Library

November 2021 - Present

Head of Information Services

- Provides day-to-day management of the Adult, Teen and Youth Department staff including supervision, training, hiring, budgeting and recommending Library and department needs
 - Works as a member of the Library's management team to create, interpret, update and communicate Library policies and department procedures that are compatible with the Library's mission and goals
 - Manages a materials budget of \$293,000, and a programming budget of \$20,000
 - Coordinates, assists and promotes the Library collections; oversees collection development duties including selection, ordering, budgeting, marketing and deselection
 - Develops recommendations for collections based on trends and community needs; plans for the addition of future collections
 - Serves as a member of internal and external committees
 - Plans, implements and promotes programming appropriate to the needs of the community, keeping services current and appropriate
 - Engages in outreach to local schools and community events to promote library programs and services
 - Assists in the compilation and evaluation of monthly library statistics for the Board and State Reports
 - Creates a monthly report for the Library Board of Trustees
 - Contributed to the planning and coordination of the renovations in the Teen Department and Computer Lab
 - Worked with The Library Network and Overdrive to transition our digital content from the MCLS consortium to Download Destination, resulting in over \$8,000 in annual savings in platform fees and lower hold times for patrons
 - In the absence of the Director and/or Assistant Director, manages the Library and building operations

Interim Director

- Responsible for managing the Library budget, collections, and facilities and implementing the Library Board of Trustees' goals and objectives
 - Examined the Library's collections and programs.
 - Directed and participated in the overall operations of the Library and administered the Library in accordance with the adopted policies
 - Coordinated the activities of personnel by assigning duties and developing/scheduling various programs
 - Assured that adequate personnel, materials, and equipment were available to provide the best possible Library services to the community
 - Assessed the quality and accuracy of staff performance and counseled employees as necessary
 - Prepared various reports for the Board of Trustees regarding Library events and activities
 - Reviewed payroll for employees
 - Determined necessary supplies for operations and oversaw the purchase of Library materials and equipment
 - Assured proper safety and security measures were followed for the benefit for staff, patrons, and volunteers
 - Ensured that the Library building and property were safe, comfortable, and well-maintained
 - Assisted in the project coordination for a new drive-thru window and an outdoor pavilion for the Library
 - Completed an RFP to replace the roof above part of the Adult and Teen Departments; worked with the Facilities Committee to have the roof replaced
 - Worked with the Assistant Director and Budget Committee to develop the 2021-2022, \$1.6 million dollar operating budget for the Library
 - Completed the State Aid Report to receive funding from the Library of Michigan

Head of Youth and Teen Services

- Responsible for managing the Youth and Teen Departments
 - Supervised Youth and Teen Department staff
 - Managed a materials budget of \$62,000 and a programming budget of \$7,000

- Performed collection development for the Youth Department including youth fiction, nonfiction, picture books, holiday books, youth DVDs, and easy readers
- Assisted in the planning of a \$1.2 million dollar Youth Department expansion in 2019
- Maintained a welcoming, attractive, and functional learning environment for patrons in the Youth and Teen Departments
- Assisted in the compilation and evaluation of monthly library statistics
- Engaged in outreach to schools and other community organizations
- Actively sought grants and donations to contribute to the Library's financial viability and ability to expand programs
- Doubled storytime attendance by assisting in the implementation of the *Every Child Ready to Read* Program
- Created a monthly departmental report for the Library Board of Trustees
- Served as a member of the Library's Leadership Team during the COVID-19 pandemic
- Assisted in the re-opening processes and procedures during the COVID-19 pandemic

Salem-South Lyon District Library

May 2013 – October 2016

Youth Services Librarian

- Provided reference services to the public in the Youth and Teen Departments
 - Performed collection development for the Youth and Teen Departments including teen nonfiction, youth and teen biography, teen graphic novels, and video games
 - Provided readers' advisory services
 - Organized, planned, and presented youth and teen library programs
 - Provided outreach services to schools and community organizations
 - Developed and implemented baby, toddler, and preschool story times to contribute to early childhood development
 - Provided technology assistance to patrons

EDUCATION

Wayne State University – Detroit, Michigan
Master of Library and Information Science, May 2013

Michigan State University – East Lansing, Michigan
Bachelor of Science, May 1995

ACCREDITATION

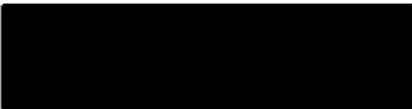
State of Michigan Level 1 Permanent Professional Librarian Certification

WORK GROUPS AND COMMITTEES

- Salem-South Lyon District Library
 - Facilities, Policy and Budget Committees
 - Leadership Team
- Secretary, Washtenaw County Historical Consortium
- Michigan Library Association (MLA)
 - Member of the 2018, 2020, 2021 and 2022 Mitten Award Professional Development Work Groups
 - Co-Chair of the 2019 Mitten Award Professional Development Work Group
- Collaborative Summer Library Program
 - Member of the 2019 Children's Manual Review Committee

REFERENCES

Jillian Baker
Assistant Director, Farmington Community Library



Devin Duerr
Project Manager
Shaw Construction and Management Co.



Kathy Hutchinson
Assistant Director, Salem-South Lyon District Library
248-437-6431
khutchinson@ssldl.info

Rachael Perry Showerman
Friends of the Library Board Member





Salem-South Lyon District Library

Imagine the Possibilities

9800 Pontiac Trl, South Lyon, MI 48178
Phone: 248-437-6431 | Fax: 248-437-6593

Employment Application: Library Director

This application must be completed thoroughly and included along with your cover letter, and resume. Send these documents as a single, combined PDF attachment to: directorhire@ssldl.info with "SSLDL DIRECTOR POSITION" in the subject of the email by **COB Tuesday, November 18, 2025** in order to be considered for this position.

Applicant Information

Full Name: Merucci Kathleen M Date: 11/13/25
Last First M.I.

Address: [REDACTED]
Street Address Apartment/Unit #

[REDACTED]
City State ZIP Code

Phone: [REDACTED] Email: [REDACTED]

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO

Have you ever worked for this library? YES NO If yes, when? May 2011 - Present

Have you ever been convicted of a crime or offense, other than a minor traffic violation? YES NO

If yes, explain: _____

Education

College: Wayne State University 656 West Kirby Street, Detroit, MI 48202

From: 2010 To: 2013 Did you graduate? YES NO Degree: Master of Library and Information Science

Other: Michigan State University Address: 220 Trowbridge Rd, East Lansing, MI 48824

From: 1990 To: 1995 Did you graduate? YES NO Degree: Bachelor of Science

EMPLOYMENT HISTORY

Start with present or most recent job and list all previous employers. If you need more space, continue on a separate sheet.

Employer	Salem-South Lyon District Library	Dates		Hourly Rate/Salary	
Telephone + Area Code	248-437-6431	From	To	Start	Final
Address (City, State, Zip)	9800 Pontiac Trail South Lyon, MI 48178	November 2021	Present	\$66,500	\$74,100
Job Title	Head of Information Services	Supervisor Paulina Poplawska, Director			
Reason(s) for Leaving	Current position	Full Time <input checked="" type="checkbox"/> Part Time <input type="checkbox"/>			
Work Performed Provides day-to-day management of the Adult, Teen and Youth Department staff including supervision, training, hiring, budgeting and recommending Library and department needs.					
Employer	Salem-South Lyon District Library	Dates		Hourly Rate/Salary	
Telephone + Area Code	248-437-6431	From	To	Start	Final
Address (City, State, Zip)	9800 Pontiac Trail South Lyon, MI 48178	March 2021	November 2021	\$66,500	\$66,500
Job Title	Interim Director	Supervisor SSLDL Board of Trustees			
Reason(s) for Leaving	New Director Hire	Full Time <input checked="" type="checkbox"/> Part Time <input type="checkbox"/>			
Work Performed Responsible for managing the Library budget, collections, facilities and implementing the Library Board of Trustees' goals and objectives.					
Employer	Salem-South Lyon District Library	Dates		Hourly Rate/Salary	
Telephone + Area Code	248-437-6431	From	To	Start	Final
Address (City, State, Zip)	9800 Pontiac Trail South Lyon, MI 48178	October 2016	March 2021	\$48,420	\$57,115
Job Title	Head of Youth and Teen Services	Supervisor Donna Olson, Director			
Reason(s) for Leaving	Appointed as the Interim Director following the retirement Donna Olson	Full Time <input checked="" type="checkbox"/> Part Time <input type="checkbox"/>			
Work Performed Responsible for managing the Youth and Teen Departments.					
Employer	Salem-South Lyon District Library	Dates		Hourly Rate/Salary	
Telephone + Area Code	248-437-6431	From	To	Start	Final
Address (City, State, Zip)	9800 Pontiac Trail South Lyon, MI 48178	May 2013	October 2016	\$21,250	\$37,975
Job Title	Youth Services Librarian	Supervisor Caryn Bartone, Head of Youth and Teen Services			
Reason(s) for Leaving	Promotion to Head of Youth and Teen Services	Full Time <input checked="" type="checkbox"/> Part Time <input type="checkbox"/>			
Work Performed Provided programming, collection development and reference services to the public in the Youth and Teen Departments.					

References

Please list at least two professional and 2 personal references

Full Name: Kathleen Hutchinson Relationship: Supervisor
Company: Salem-South Lyon District Library Phone: 248-437-6431
Address: 9800 Pontiac Trail, South Lyon, MI 48178

Full Name: Jillian Baker Relationship: Former Coworker
Company: Farmington Community Library Phone: 248-848-4302
Address: 32737 W 12 Mile Rd, Farmington Hills, MI 48334

Full Name: Rachael Perry Showerman Relationship: Library Friend
Company: Friends of the Library Board Member Phone: [REDACTED]
Address: Email address: [REDACTED]

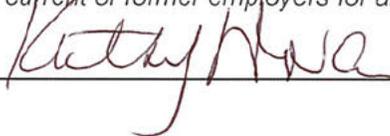
Full Name: Devin Duerr Relationship: Library Contractor
Company: Shaw Construction and Management Co. Phone: [REDACTED]
Address: [REDACTED]

Full Name: _____ Relationship: _____
Company: _____ Phone: _____
Address: _____

Disclaimer and Signature

I agree and understand that all the information and statements on my application are correct and no attempt has been made to conceal or withhold pertinent information. I agree that any omission, falsification, or misrepresentation is cause for my immediate termination at any time during my employment.

I authorize investigation of all statements contained in this application for any employment related purpose and I understand that a criminal background check will be performed as part of the hiring process. I hereby release any references and current or former employers for all liability for any information they may give you.

Signature:  Date: 11/13/2025

Katherine Merucci

What is your relationship to the applicant?

1. Kathy has been a work colleague since 2010 but also a friend
2. Kathy was the children's librarian when her kids were young, then thru Friends, Little Free Library and Friends Club, then scholarship committee
3. Worked with Kathy as part of library construction since 2018
4. Worked with Kathy from when Kathy was an intern and then children's librarian

What are the strengths of the applicant?

1. Integrity, honesty, ability to look at situation - assess it and determine if it requires immediate action or more time to think about it, mentor, decision making, follow through, leadership – support, working together with board, brings out best in others
2. So many, easy to work with, kind, generous, quiet leadership, connections to community
3. Knowledgeable about so much, dedicated, great person, enjoyable to work with, great sense of humor
4. Organized, critical thinking, leadership, competent, trustworthy, serves the community, team player

Is there anything I should be aware of?

1. Staff all respect her as well as library world, very community focused
2. No concerns, admires how strongly she believes in the value of the library, welcoming, innovative. Kathy has grown with reference's family
3. Kathy is an empty nester, clear communicator, straight as a book
4. No concerns, important that she lives in the community, knows needs and interests, easy going, grace, professionalism

What do you do? Would you hire this applicant?

1. Assistant Director of Library. Absolutely
2. Free lance writer/photographer. Yes, Kathy would level up the library
3. General Contractor. Yes I would
4. Assistant Director of Library. Absolutely

Kathy Merucci

Facebook - No controversial post or comments found

X - No social media presence

Instagram - No social media presence

Bluesky - No social media presence

Linkedin - No social media presence



SSLDL Interview Details

From Hattie Maguire <hmaguire@ssldl.info>

Date Fri 1/9/2026 11:57 AM

To Hattie Maguire <hmaguire@ssldl.info>

 2 attachments (2 MB)

November Budget.pdf; SSLDL_FINAL_Audit_2024-2025.pdf;

Good afternoon,

We are so glad the interview time I sent earlier in the week will work for you. I'd like to share a few more details about the interview process to make sure we get to know you as best as possible.

Your interview will be conducted by a panel of trustees and staff members; we expect it will take approximately an hour and fifteen minutes.

We have three questions we'd like to pose to you prior to the interviews:

- What would the 26-27 budget look like if you were our director?
- We recently received a large monetary donation (approximately \$100,000) from a patron. What would your ideas be for spending that money?
- How would you handle a book challenge?

I've attached our November budget and our most recent audit. These documents should help you answer the budget question.

Looking forward to seeing you in a few weeks. Please do not hesitate to reach out if you have any questions.

Hattie Maguire
Secretary
SSLDL Board of Trustees

Salem-South Lyon District Library
Profit & Loss Budget Performance
 November 2025

	Nov 25	Jul - Nov 25	\$ Over Budget	% of Budget Target: 41.7%	Annual Budget
Ordinary Income/Expense					
Income					
400 · Property Taxes	101,293.89	1,538,305.10	-54,469.90	96.58%	1,592,775.00
400.3 · Service Contract	0.00	-60.13	-394,060.13	-0.02%	394,000.00
400.4 · Personal Property Taxes	9,857.89	11,180.20	2,380.20	127.05%	8,800.00
409 · Fines & Fees	294.65	38,891.87	-3,108.13	92.6%	42,000.00
415 · State Aid	0.00	13,767.83	767.83	105.91%	13,000.00
440 · Gifts & Grants	4,797.12	15,762.37	-45,137.63	25.88%	60,900.00
440.3 · Miscellaneous Income	1,492.96	9,611.79	-728,888.21	1.3%	738,500.00
447 · Sale of equipment	6,500.00	6,500.00	5,500.00	650.0%	1,000.00
450 · Portfolio Income	10,976.61	45,888.37	-34,111.63	57.36%	80,000.00
Total Income	135,213.12	1,679,847.40	-1,251,127.60	57.31%	2,930,975.00
Gross Profit	135,213.12	1,679,847.40	-1,251,127.60	57.31%	2,930,975.00
Expense					
500 · Personnel	81,516.53	438,724.00	-744,276.00	37.09%	1,183,000.00
505 · Library materials & supplies	33,440.47	149,840.77	-265,100.23	36.11%	414,941.00
536 · Facilities & Equipment	28,765.49	187,334.11	-993,049.89	15.87%	1,180,384.00
585 · Administrative Expenses	5,564.17	33,224.90	-57,775.10	36.51%	91,000.00
586 · Gifts & Grants Purchases	3,590.97	13,873.68	-47,776.32	22.5%	61,650.00
Total Expense	152,877.63	822,997.46	-2,107,977.54	28.08%	2,930,975.00
Net Ordinary Income	-17,664.51	856,849.94	856,849.94	100.0%	0.00
Net Income	-17,664.51	856,849.94	856,849.94	100.0%	0.00

Salem-South Lyon District Library
Profit & Loss Budget Performance
November 2025

	Nov 25	Jul - Nov 25	\$ Over Budget	% of Budget Target: 41.7%	Annual Budget
Ordinary Income/Expense					
Income					
400 · Property Taxes	101,293.89	1,538,305.10	-54,469.90	96.58%	1,592,775.00
400.3 · Service Contract	0.00	-60.13	-394,060.13	-0.02%	394,000.00
400.4 · Personal Property Taxes	9,857.89	11,180.20	2,380.20	127.05%	8,800.00
409 · Fines & Fees	294.65	38,891.87	-3,108.13	92.6%	42,000.00
415 · State Aid	0.00	13,767.83	767.83	105.91%	13,000.00
440 · Gifts & Grants	4,797.12	15,762.37	-45,137.63	25.88%	60,900.00
440.3 · Miscellaneous Income	1,492.96	9,611.79	-728,888.21	1.3%	738,500.00
447 · Sale of equipment	6,500.00	6,500.00	5,500.00	650.0%	1,000.00
450 · Portfolio Income	10,976.61	45,888.37	-34,111.63	57.36%	80,000.00
Total Income	135,213.12	1,679,847.40	-1,251,127.60	57.31%	2,930,975.00
Gross Profit	135,213.12	1,679,847.40	-1,251,127.60	57.31%	2,930,975.00
Expense					
500 · Personnel					
500.2 · Salaries	70,044.43	377,787.35	-617,212.65	37.97%	995,000.00
502 · Empl benefits	11,472.10	60,541.27	-114,458.73	34.6%	175,000.00
570 · Dues & workshops	0.00	395.38	-12,604.62	3.04%	13,000.00
Total 500 · Personnel	81,516.53	438,724.00	-744,276.00	37.09%	1,183,000.00
505 · Library materials					
505.12 · Library Materials	15,476.96	106,554.69	-207,701.31	33.91%	314,256.00
508 · Computer supplies/maint.	1,072.64	6,447.51	-8,052.49	44.47%	14,500.00
527 · Cooperative fee	15,292.66	28,420.76	-37,764.24	42.94%	66,185.00
531 · Programming	1,598.21	8,417.81	-11,582.19	42.09%	20,000.00
Total 505 · Library materials	33,440.47	149,840.77	-265,100.23	36.11%	414,941.00
536 · Facilities & Equipment					
515 · Utilities	3,814.37	19,673.97	-37,326.03	34.52%	57,000.00
536.12 · Maintenance & Repairs	3,536.95	51,632.35	-65,867.65	43.94%	117,500.00
560 · Insurance	0.00	31,319.00	-1.00	100.0%	31,320.00
600 · Equipment	2,835.67	17,931.71	-56,068.29	24.23%	74,000.00
605 · Capital Expenditure	0.00	23,798.58	-71,801.42	24.89%	95,600.00

Salem-South Lyon District Library
Profit & Loss Budget Performance
 November 2025

	Nov 25	Jul - Nov 25	\$ Over Budget	% of Budget Target: 41.7%	Annual Budget
605.8 · Cap. Expenditures (Future)	0.00	0.00	-14,407.00	0.0%	14,407.00
605.9 · Cap.Project Exp.(PY)	8,800.00	33,200.00	-677,800.00	4.67%	711,000.00
605.95 · Interest Expense (Bond)	9,778.50	9,778.50	-9,778.50	50.0%	19,557.00
605.96 · Debt Repayment	0.00	0.00	-60,000.00	0.0%	60,000.00
Total 536 · Facilities & Equipment	28,765.49	187,334.11	-993,049.89	15.87%	1,180,384.00
585 · Admininstrative Expenses					
510 · Office supplies	244.65	869.14	-930.86	48.29%	1,800.00
511 · Postage	0.00	89.94	-660.06	11.99%	750.00
512 · Printing	0.00	0.00	-750.00	0.0%	750.00
514 · Advertising	114.16	10,644.27	-25,055.73	29.82%	35,700.00
516 · Telephone	0.00	1,276.00	-2,524.00	33.58%	3,800.00
520 · Contractual services	5,063.54	11,474.98	-22,525.02	33.75%	34,000.00
525 · Legal & Professional	141.82	1,428.59	-2,071.41	40.82%	3,500.00
540 · Auditor	0.00	7,400.00	0.00	100.0%	7,400.00
585.3 · Misc. Expense	0.00	41.98	-3,258.02	1.27%	3,300.00
Total 585 · Admininstrative Expenses	5,564.17	33,224.90	-57,775.10	36.51%	91,000.00
586 · Gifts & Grants Purchases	3,590.97	13,873.68	-47,776.32	22.5%	61,650.00
Total Expense	152,877.63	822,997.46	-2,107,977.54	28.08%	2,930,975.00
Net Ordinary Income	-17,664.51	856,849.94	856,849.94	100.0%	0.00
Net Income	-17,664.51	856,849.94	856,849.94	100.0%	0.00

Salem-South Lyon District Library
Balance Sheet
 As of November 30, 2025

	Nov 30, 25	Nov 30, 24
ASSETS		
Current Assets		
Checking/Savings		
102 · Checking-Huntington Bank	153,872.15	186,143.66
106 · MI Class	577,648.93	552,929.30
113 · Comerica	13,430.34	12,843.44
116 · Huntington Securities	2,298,998.58	1,892,620.15
Total Checking/Savings	3,043,950.00	2,644,536.55
Other Current Assets		
103 · Petty Cash	225.00	225.00
115 · State Aid Receivable	10,178.72	9,567.12
Total Other Current Assets	10,403.72	9,792.12
Total Current Assets	3,054,353.72	2,654,328.67
Other Assets		
144 · Beneficial Interest/Comm. Found	29,305.87	27,045.54
Total Other Assets	29,305.87	27,045.54
TOTAL ASSETS	3,083,659.59	2,681,374.21
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts Payable	51,646.91	33,709.24
Total Accounts Payable	51,646.91	33,709.24
Other Current Liabilities		
2100 · Payroll Liabilities	48,714.76	37,872.12
Total Other Current Liabilities	48,714.76	37,872.12
Total Current Liabilities	100,361.67	71,581.36
Total Liabilities	100,361.67	71,581.36
Equity		
2200 · Library Fund Balance	444,883.00	439,067.00
300 · Unassigned Fund Balance	1,293,029.43	970,670.32
3000 · Undesignated Fund Balance	388,535.55	388,535.55
Net Income	856,849.94	811,519.98
Total Equity	2,983,297.92	2,609,792.85
TOTAL LIABILITIES & EQUITY	3,083,659.59	2,681,374.21



**SALEM-SOUTH LYON DISTRICT LIBRARY
OAKLAND COUNTY, MICHIGAN
ANNUAL FINANCIAL REPORT
YEAR ENDED JUNE 30, 2025**

TABLE OF CONTENTS

	<u>Page</u>
INDEPENDENT AUDITOR'S REPORT	1
MANAGEMENT'S DISCUSSION AND ANALYSIS	5
<u>BASIC FINANCIAL STATEMENTS</u>	
Government-wide Financial Statements	
Statement of Net Position	12
Statement of Activities	13
Fund Financial Statements	
Governmental Funds	
Balance Sheet	14
Reconciliation of Governmental Fund Balance Sheet to the Statement of Net Position	15
Statement of Revenues, Expenditures, and Changes in Fund Balance	16
Reconciliation of Statement of Revenues, Expenditures, and Changes in Fund Balance with Statement of Activities	17
Notes to the Financial Statements	19
<u>REQUIRED SUPPLEMENTARY INFORMATION</u>	
Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual - General Fund	33

INDEPENDENT AUDITOR'S REPORT

To the Library Board
Salem-South Lyon District Library
South Lyon, Michigan

Opinions

We have audited the accompanying financial statements of the governmental activities and the major fund of the Salem-South Lyon District Library (the "Library"), as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Library's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the major fund of the Library, as of June 30, 2025, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Library and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Emphasis of Matter – Implementation of New Accounting Standard

As discussed in Note 9 to the financial statements, the Library implemented Governmental Accounting Standards Board Statement No. 101, *Compensated Absences*, during the year ended June 30, 2025. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Library's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Library's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Library's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary comparison information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained

during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Gabridge & Company

Gabridge & Company, PLC
Grand Rapids, Michigan
October 20, 2025

MANAGEMENT'S DISCUSSION AND ANALYSIS

**Salem-South Lyon District Library
Management’s Discussion and Analysis
June 30, 2025**

As management of the Salem-South Lyon District Library (the “Library” or “government”), we offer readers of the Library’s financial statements this narrative overview and analysis of the financial activities of the Library for the fiscal year ended June 30, 2025. We encourage readers to consider the information presented here in conjunction with the financial statements as a whole.

Financial Highlights

- The assets of the Library exceeded its liabilities at the close of this fiscal year by \$4,944,827 (shown as *net position*). Of this amount, \$2,042,640 (*unrestricted net position*), may be used to meet the government’s ongoing obligations to citizens and creditors.
- During the year, the Library received \$2,371,388 in revenues and had \$1,973,899 in expenses resulting in a increase in net position of \$397,489.
- The general fund increased its fund balance by \$328,173 during the year for an ending fund balance of \$2,126,447.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$1,681,565, or 82.3% of the general fund’s expenditures.

Overview of the Financial Statements

The Library’s financial statements consist of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. The report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide Financial Statements. The *government-wide financial statements* are designed to provide a broad overview of the Library’s financial position. They are presented using a method of accounting that is similar to a private sector business.

The *statement of net position* presents information on all of the Library’s assets and liabilities, with the difference being reported as the net position. Over time, increases or decreases in net position can serve as a useful indicator of whether the financial position of the Library is improving or deteriorating.

The *statement of activities* presents information showing how the Library’s net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will result in cash

flows in future fiscal periods (e.g., capital asset activity). The statement of activities must, at a minimum, present expenses by function. Accordingly, expenses are reported by function as well as further detail.

Fund Financial Statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Each fund is operated similar to a completely separate entity, with its own set of balancing accounts. The Library uses fund accounting to ensure compliance with finance-related legal requirements.

Governmental Funds. The Library's basic services are reported in the governmental funds. Governmental funds account for essentially the same functions as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. This is known as the modified accrual system of accounting. Under this reporting system, capital items, debt payments, and certain other items are treated differently than on the government-wide statements. These items are recorded in the government fund balance as expenditures. No depreciation is recorded on capital items. The balance sheet for governmental funds does not include any capital items or long-term debt. The general fund of the Library is reported as a governmental fund.

The Library adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with its budget.

Notes to the Financial Statements. The notes to the financial statements provide additional information that is essential to a complete understanding of the information provided in both the government-wide and the fund financial statements.

Other information. In addition to the basic financial statements and accompanying notes, this report further presents required supplementary information (RSI) that explains the information presented in the financial statements.

Government-wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of overall financial position. In the case of the Library, assets exceeded liabilities by \$4,944,827 at the close of the most recent fiscal year. The following table illustrates the varying results of the governmental activities that combine to capture the Library's total net position (a comparative schedule is not available given that this was the initial year of operation):

Salem-South Lyon District Library's Net Position

	<u>2025</u>	<u>2024</u>
ASSETS		
<i>Current Assets</i>		
Cash and Investments	\$ 2,231,418	\$ 1,855,743
Accounts Receivable	11,018	9,567
Total Current Assets	<u>2,242,436</u>	<u>1,865,310</u>
<i>Noncurrent Assets</i>		
Capital Assets not Being Depreciated	152,000	152,000
Capital Assets Being Depreciated, net	3,250,881	3,203,796
Endowment	29,306	27,046
Total Assets	<u>5,674,623</u>	<u>5,248,152</u>
LIABILITIES		
<i>Current Liabilities</i>		
Accounts Payable	96,275	58,137
Accrued Salaries and Wages	42,992	30,911
Accrued Payroll Taxes	6,028	5,034
Accrued Interest	1,630	1,799
Current Portion of Compensated Absences	44,940	16,943
Current Portion of Long-term Debt	60,000	55,000
Total Current Liabilities	<u>251,865</u>	<u>167,824</u>
<i>Noncurrent Liabilities</i>		
Compensated Absences	7,931	2,990
Long-term Debt	470,000	530,000
Total Liabilities	<u>729,796</u>	<u>700,814</u>
NET POSITION		
Investment in Capital Assets	2,872,881	2,770,796
Restricted - Endowment	29,306	27,046
<i>Unrestricted</i>	<u>2,042,640</u>	<u>1,749,496</u>
Total Net Position	<u>\$ 4,944,827</u>	<u>\$ 4,547,338</u>

A significant portion of the Library's net position (\$2,872,881, or 58%) reflects its investment in capital assets (e.g., land, buildings and improvements, equipment and furniture, and library books). The Library uses these capital assets to provide a variety of services to its patrons. Accordingly, these assets are not available for future spending.

Another portion with a balance of \$29,306 is restricted for the Library's endowment.

The remaining balance of \$2,042,640 is unrestricted and may be used to meet the Library's ongoing obligations to its patrons and creditors.

Cash and cash equivalents increased \$375,675. This change closely follows the change in fund balance for the current year. Capital assets being depreciated increased by \$47,085 as a result of capital asset additions exceeding depreciation expense.

The Library's overall net position increased \$397,489 from the prior fiscal year. The reasons for this overall increase are discussed in the following section for governmental activities.

Governmental Activities. During the current fiscal year, net position for governmental activities increased \$397,489 from the prior fiscal year for an ending balance of \$4,944,827.

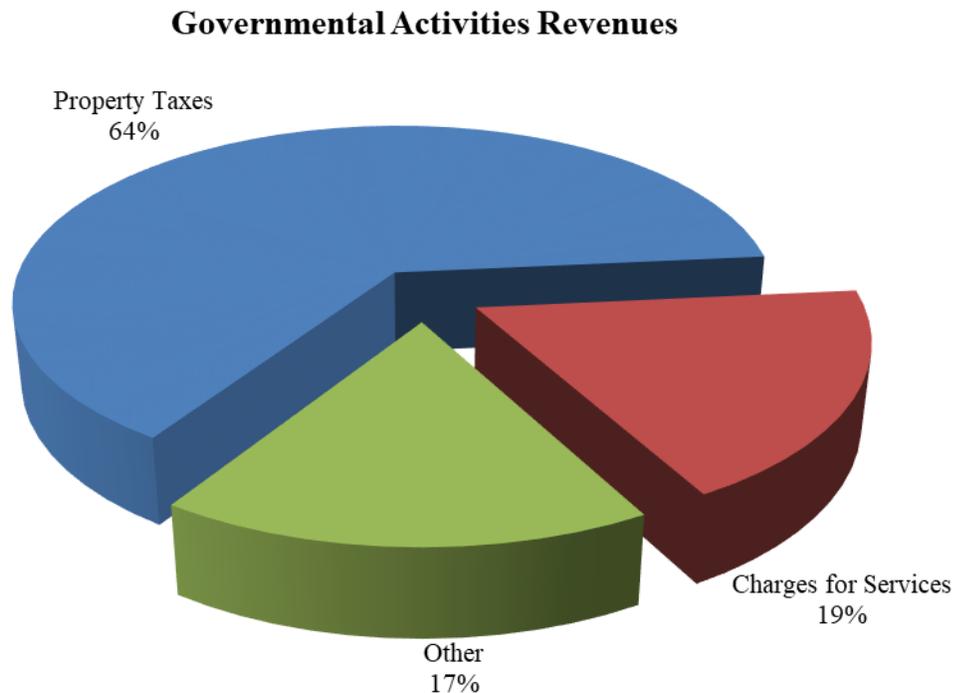
Salem-South Lyon District Library's Changes in Net Position

	<u>2025</u>	<u>2024</u>
Program Revenues		
Charges for Services	\$ 439,349	\$ 426,135
Operating Grants and Contributions	249,083	141,835
Total Program Revenues	<u>688,432</u>	<u>567,970</u>
General Revenues		
Property Taxes	1,525,192	1,427,244
Intergovernmental	26,973	25,549
Penal Fines	35,724	33,550
Interest Revenue	95,067	108,520
Total General Revenues	<u>1,682,956</u>	<u>1,594,863</u>
Total Revenues	<u>2,371,388</u>	<u>2,162,833</u>
Expenses		
Recreation and Culture:		
Library Materials, Services, Personnel and Facility	1,952,481	1,686,937
Interest on Long-Term Debt	21,418	23,447
Total Expenses	<u>1,973,899</u>	<u>1,710,384</u>
Net Change in Net Position	397,489	452,449
Net Position at Beginning of Period	4,547,338	4,094,889
Net Position at End of Period	<u>\$ 4,944,827</u>	<u>\$ 4,547,338</u>

Property taxes increased \$97,948 due to continued increase in taxable value in the district. Library materials, services, personnel and facility expenses increased \$265,544. This increase is mainly due an increase in depreciation and personnel expenses.

Governmental Activities

The following chart details the revenue sources for the governmental activities of the Library for the most recent fiscal year-end:



Personnel expenses were the largest expenses for the Library. The Library spent \$1,049,748 on salaries and wages, or 55% of the Library's expenses. Depreciation expense of \$311,383 represented 16% of the total expenses within the Library.

Financial Analysis of the Government's Funds

The Library uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

General Fund. The general fund is the operating fund of the Library. The general fund increased its balance in this fiscal year by \$328,173, bringing the fund balance to \$2,126,447. The increase in fund balance of the general fund is the result of revenues exceeding expenditures during the current year of operation. Property taxes increased by \$97,948 due to a typical annual increase in taxable value.

General Fund Budgetary Highlights

Original budget compared to final budget. During the year there were no significant amendments to original budgeted revenues or appropriations.

Final budget compared to actual results. The Library had no budget exceptions for the fiscal year.

Capital Asset and Debt Administration

Capital Assets. The Library's investment in capital assets at year-end amounted to \$3,402,881 (net of accumulated depreciation). Capital assets of the Library include any items purchased that have an expected useful life of over one year and have an initial individual cost of \$2,500 or more. The Library has invested in a broad range of capital assets. More information about the Library's capital assets can be found in the Notes to the Financial Statements section of this document.

Long-Term Debt. The Library had debt outstanding of \$530,000 as of June 30, 2025. More information on this long-term debt can be found in the notes to the financial statements section of this document.

Economic Factors and Next Year's Budgets and Rates

The Library plans to monitor expenditures carefully to ensure that it can continue to provide a high level of service to its patrons given the above factors which will impact revenues.

Contacting the Library's Management

This Financial report is designed to provide the wide variety of users of this document with a general overview of the Library's finances and demonstrate the Library's accountability for the money entrusted to it. If you have any questions regarding this report or need additional financial information, please direct your requests to:

Salem-South Lyon District Library
9800 Pontiac Trail,
South Lyon, MI 48178

Ph: (248) 437-6431

BASIC FINANCIAL STATEMENTS

Salem-South Lyon District Library
Statement of Net Position
June 30, 2025

ASSETS

Current Assets

Cash and Investments	\$	2,231,418
Accounts Receivable		11,018
Total Current Assets		2,242,436

Noncurrent Assets

Capital Assets not being Depreciated		152,000
Capital Assets being Depreciated, net		3,250,881
Endowment		29,306
Total Assets		5,674,623

LIABILITIES

Current Liabilities

Accounts Payable		96,275
Accrued Salaries and Wages		42,992
Accrued Payroll Taxes		6,028
Accrued Interest		1,630
Current Portion of Compensated Absences		44,940
Current Portion of Long-term Debt		60,000
Total Current Liabilities		251,865

Noncurrent Liabilities

Compensated Absences		7,931
Long-term Debt		470,000
Total Liabilities		729,796

NET POSITION

Net Investment in Capital Assets		2,872,881
<i>Restricted for:</i>		
Endowment - Nonexpendable		29,306
<i>Unrestricted</i>		2,042,640
Total Net Position	\$	4,944,827

**Salem-South Lyon District Library
Statement of Activities
For the Year Ended June 30, 2025**

Functions/Programs	Expenses	Program Revenues			Net (Expense) Revenue
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	
Recreation and Culture	\$ 1,952,481	\$ 439,349	\$ 249,083	\$ --	\$ (1,264,049)
Interest on Long-term Debt	21,418	--	--	--	(21,418)
Total	\$ 1,973,899	\$ 439,349	\$ 249,083	\$ --	(1,285,467)

General Purpose Revenues:

Property Taxes	1,525,192
Intergovernmental	26,973
Penal Fines	35,724
Interest Revenue	95,067
Total General Revenues	1,682,956
Change in Net Position	397,489
<i>Net Position at Beginning of Period</i>	<u>4,547,338</u>
Net Position at End of Period	\$ <u>4,944,827</u>

The Notes to the Financial Statements are an Integral part of these Financial Statements

Salem-South Lyon District Library
Balance Sheet
Governmental Fund
June 30, 2025

	General
ASSETS	
Cash and Investments	\$ 2,231,418
Accounts Receivable	11,018
Endowment	29,306
<i>Total Assets</i>	\$ 2,271,742
LIABILITIES	
Accounts Payable	\$ 96,275
Accrued Salaries and Wages	42,992
Accrued Payroll Taxes	6,028
<i>Total Liabilities</i>	145,295
FUND BALANCE	
Restricted	29,306
Assigned	415,576
Unassigned	1,681,565
<i>Total Fund Balance</i>	2,126,447
<i>Total Liabilities and Fund Balance</i>	\$ 2,271,742

The Notes to the Financial Statements are an Integral part of these Financial Statements

Salem-South Lyon District Library
Reconciliation of Governmental Fund Balance Sheet to the Statement of Net Position
June 30, 2025

Total Fund Balance - Governmental Fund	\$	2,126,447
In the statement of activities, interest is accrued on long-term debt, whereas in governmental funds, the interest expenditure is reported when due.		(1,630)
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds. This represents capital assets of \$8,738,528 net of accumulated depreciation of \$5,335,647.		3,402,881
Compensated absences are not due in and payable in the current period, therefore, are not reported in the funds.		(52,871)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the funds.		(530,000)
Total Net Position - Governmental Activities	\$	<u>4,944,827</u>

The Notes to the Financial Statements are an Integral part of these Financial Statements

Salem-South Lyon District Library
Statement of Revenues, Expenditures, and Changes in Fund Balance
Governmental Fund
For the Year Ended June 30, 2025

	General
Revenues	
Property Taxes	\$ 1,525,192
Intergovernmental	26,973
Penal Fines	35,724
Grant Revenue	12,100
Contributions	247,858
Charges for Services	407,534
Fines and Fees	7,209
Interest Revenue	95,067
Miscellaneous Revenue	13,731
<i>Total Revenues</i>	2,371,388
Expenditures	
Personnel	1,049,748
Library Services and Materials	349,902
Facilities and Equipment	426,715
Other Expenditures	140,263
Debt Service - Principal	55,000
Debt Service - Interest	21,587
<i>Total Expenditures</i>	2,043,215
<i>Excess of Revenues Over (Under) Expenditures</i>	328,173
<i>Net Change in Fund Balance</i>	328,173
<i>Fund Balance at Beginning of Period</i>	1,798,274
<i>Fund Balance at End of Period</i>	\$ 2,126,447

The Notes to the Financial Statements are an Integral part of these Financial Statements

Salem-South Lyon District Library
Reconciliation of Governmental Fund Statement of Revenues, Expenditures, and
Changes in Fund Balance with Statement of Activities
For the Year Ended June 30, 2025

Total Net Change in Fund Balances - Governmental Fund	\$	328,173
Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds. This amount represents the increase in compensated absences of \$32,938 less the decrease in accrued interest of \$169.		(32,769)
Current year long-term debt principal payments on bonds payable are expenditures in the fund financial statements but are reductions in long-term debt in the government-wide financial statements.		55,000
Governmental funds report capital outlay as expenditures; however, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This represents the amount by which depreciation expense of \$311,383 is exceeded by capital outlay of \$358,468.		47,085
Changes in Net Position - Governmental Activities	\$	<u>397,489</u>

NOTES TO FINANCIAL STATEMENTS

Salem-South Lyon District Library

Notes to the Financial Statements

Note 1 - Summary of Significant Accounting Policies

The accounting policies of the Salem-South Lyon District Library (the “Library” or “government”) conform to accounting principles generally accepted in the United States of America as applicable to governmental units. The following is a summary of the Library’s significant accounting policies.

Reporting Entity

Salem-South Lyon District Library was established under a District Library Agreement with Salem Township and the City of South Lyon pursuant to the District Library Establishment Act, 1989 PA 24, MCL 397.171. The Library is located in Salem Township within Washtenaw County, Michigan and is governed by a seven-member elected board. The Library is funded through tax levies, fines, state aid, and contributions.

In accordance with generally accepted accounting principles and Governmental Accounting Standards Board (GASB) Statement No. 61, "*The Financial Reporting Entity*," these financial statements present the Library. The criteria established by GASB for determining the reporting entity includes oversight responsibility, fiscal dependency, and whether the financial statements would be misleading if data were not included. There are no other units that should be included in the financial statements.

Government-wide and Fund Financial Statements

The government-wide financial statements (e.g., the statement of position and the statement of activities) report information on all of the non-fiduciary activities of the primary government. *Government activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support. The Library only has governmental activities.

The statement of activities demonstrates the degree to which the direct expense of a given function or segment is offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenue includes: 1) charges to Library patrons who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meet the operational or capital requirements of a particular function or segment. Taxes and other unrestricted items are reported instead as general revenue.

The statement of net position includes and recognizes all long-term assets and receivables as well as long-term debt and obligations. The Library’s net position is reported in three parts: 1) investment in capital assets, 2) restricted net position, and 3) unrestricted net position.

Salem-South Lyon District Library

Notes to the Financial Statements

Measurement Focus, Basis of Accounting, and Financial Statement Presentation

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Library considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds.

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

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

The Library reports the following major governmental funds:

The ***General Fund*** is the Library's primary operating fund. It accounts for all financial resources of the Library, except those required to be accounted for in another fund.

Financial Statement Amounts

Cash and Cash Equivalents

Cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with a maturity of 90 days or less when acquired. Investments are stated at fair value.

Salem-South Lyon District Library

Notes to the Financial Statements

State statutes and Library policy authorize the Library to invest in:

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

Investments

Investments are stated at fair market value. Investments are exposed to various risks, such as significant external events, interest rate, credit, and overall market volatility risks. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the fair value of investments will occur in the near term and that such changes could materially affect the amounts reported in the statement of net position.

Receivables

All trade and property tax receivables are shown as net of allowance for uncollectible amounts.

State aid is accrued for in accordance with the report provided by the State of Michigan which is when the revenue is earned.

The Library tax is levied on property in the Library's district on July 1 and becomes an enforceable lien on December 1. The Library's ad valorem tax is levied based on the taxable valuation of property as of the preceding December 31. Taxes are considered delinquent on

Salem-South Lyon District Library

Notes to the Financial Statements

March 1 of the following year. The Library levied 1.5059 mill and the taxable valuation within the district was \$1,017,518,561 on the 2024 tax roll (generating 2025's tax revenues).

Capital Assets

Capital assets are defined by the Library as assets acquired for use in the operation of the Library with an estimated useful life in excess of three years and an individual cost of greater than \$2,500. Such assets are recorded at historical cost. Donated assets are reported at acquisition value at the date of donation. Additions, improvements, and other capital outlays that significantly extend the useful life of an asset are capitalized. Other costs incurred for repairs and maintenance are expensed as incurred. Depreciation on all assets is provided on the straight-line basis over the following estimated useful lives:

<u>Description</u>	<u>Years</u>
Building and Improvements	30
Equipment, Furniture, and Fixtures	4 - 7
Library Collection	7 - 10

Accrued Interest

In accordance with GASB interpretation No. 6, accrued interest is recorded on the government-wide statements rather than within the fund financial statements.

Long-term Liabilities

Long-term debt and other long-term obligations are recognized as a liability in the government-wide financial statements. The portion of these liabilities expected to be paid within the next year is a current liability with the remaining amounts shown as long-term.

Compensated Absences

The Library's employees are granted paid time off ("PTO") in varying amounts based upon length of service and position. Unused PTO may accumulate and be carried over to a subsequent year, subject to restrictions. It is the Library's policy to recognize the cost of PTO leave at the time payments are made. PTO pay accrued at year-end which is subject to payment upon termination has been included as a liability on the statement of net position and not on the balance sheet as the balance is not expected to be liquidated with expendable available financial resources.

The Library accrues compensated absences for employees based on leave earned that is attributable to services already rendered and is more likely than not to result in a cash payment or other settlement. Accruals include vacation, sick leave, and paid time off in accordance with the provisions of GASB Statement No. 101.

Salem-South Lyon District Library

Notes to the Financial Statements

Deferred Outflow /Inflows of Resources

In addition to assets, the statement of net position will sometimes report a separate section for deferred outflows of resources and deferred inflows of resources. Deferred outflows of resources, a separate financial statement element, represents a consumption of net position that applies to future periods and so will not be recognized as an outflow of resources (expense/expenditure) until then. The Library does not have any items that qualify for reporting in this category.

Deferred inflows of resources, a separate financial statement element, represented an acquisition of net position or fund balance, respectively, that applies to a future period and so will not be recognized as an inflow of resources (revenue) until that time. The Library does not have any items that qualify for reporting in this category.

Net Position Flow Assumption

Sometimes the Library will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted – net position and unrestricted – net position in the government-wide financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the Library’s policy to consider restricted – net position to have been depleted before unrestricted – net position is applied.

Fund Balance Flow Assumption

Sometimes the Library will fund outlays for a particular purpose from both restricted and unrestricted resources (the total of committed, assigned, and unassigned fund balance). In order to calculate the amounts to report as restricted, committed, assigned, and unassigned fund balance in the governmental fund financial statements a flow assumption must be made about the order in which the resources are considered to be applied. It is the Library’s policy to consider restricted fund balance to have been depleted before using any of the components of unrestricted fund balance. Further, when the components of unrestricted fund balance can be used for the same purpose, committed fund balance is depleted first, followed by assigned fund balance. Unassigned fund balance is applied last.

Fund Balance Policies

Fund balance of governmental funds is reported in various categories based on the nature of any limitations requiring the use of resources for specific purposes. Governmental funds report *nonspendable fund balance* for amounts that cannot be spent because they are either: a) not in spendable form or b) legally or contractually required to be maintained intact. *Restricted fund balance* is reported when externally imposed constraints are placed on the use of resources by grantors, contributors, or laws or regulations of other governments. The government itself can establish limitations on the use of resources through either a commitment (committed fund balance) or an assignment (assigned fund balance).

Salem-South Lyon District Library

Notes to the Financial Statements

The *committed fund balance* classification includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision making authority. The Library Board is the highest level of decision-making authority for the government that can, by adoption of a resolution prior to the end of the fiscal year, commit fund balance. Once adopted, the limitation imposed by the resolution remains in place until a similar action is taken (the adoption of another resolution) to remove or revise the limitation.

Amounts in the *assigned fund balance* classification are intended to be used by the government for specific purposes but do not meet the criteria to be classified as committed. The Library budget committee, with informal board approval, can assign fund balance as it does when appropriating fund balance to cover a gap between estimated revenue and appropriations in the subsequent year's appropriated budget. Unlike commitments, assignments generally only exist temporarily. In other words, an additional action does not normally have to be taken for the removal of an assignment. Conversely, as discussed above, an additional action is essential to either remove or revise a commitment.

Unassigned fund balance is the residual classification for the Library's general fund and includes all spendable amounts not contained in the other classifications and is therefore available to be spent as determined by the Library Board.

Minimum unassigned fund balance shall be two months of general fund expenditures or 17% of general fund revenue, whichever is greater. Although circumstances may require the unassigned fund balance to fall below the minimum level established by this policy, it shall be the Library Board's intent that such minimum balance shall be re-established at the earliest possible opportunity.

Use of Estimates

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Subsequent Events

Management has evaluated subsequent events through October 20, 2025, the date on which these financial statements were available to be issued.

Note 2 - Stewardship, Compliance, and Accountability

Budgetary Information

The general fund is under formal budgetary control. The budget shown in the financial statements for this fund was prepared on the basis not significantly different from the modified

Salem-South Lyon District Library

Notes to the Financial Statements

accrual basis used to reflect actual results and consists only of those amounts contained in the formal budget approved and amended by the Board.

The Library employs the following procedures in establishing the budgetary data reflected in the financial statements:

- a) The Library Director prepares the proposed operating budget for the fiscal year commencing July 1 and presents it to the Library Board at its annual work session in April. The operating budget includes proposed expenditures and resources to finance them.
- b) The budget is adopted annually by the Board at the May Board meeting.
- c) The budget is legally adopted at the cost center control level.
- d) Budget amendments are to be presented by the budget committee to the Board, as needed, to keep the budget accurate.
- e) All annual appropriations lapse at fiscal year-end.

P.A. 621 of 1978, Section 18(1), as amended, provides that a local unit shall not incur expenditures in excess of the amount appropriated. During the year ended June 30, 2025, the Library had no expenditures in excess of the amount appropriated.

Salem-South Lyon District Library

Notes to the Financial Statements

Note 3 - Deposits and Investments

The Library maintains demand deposits and short-term investment accounts. Following is a reconciliation of deposit and investment balances as of June 30, 2025:

Statement of Net Position	
Cash and Investments	<u>\$ 2,231,418</u>
Deposits and Investments	
Checking and Savings Accounts	\$ 102,155
Brokerage Accounts	
Money Market	326,034
Short-term Investments	13,206
Pooled Investments (not MI Class)	24,848
U.S. Treasury Securities	<u>1,197,516</u>
<i>Total Brokerage Accounts</i>	<u>1,561,604</u>
External Investment Pool (MI Class)	567,434
Cash on Hand	<u>225</u>
Total	<u>\$ 2,231,418</u>

Custodial Credit Risk - Deposits

Custodial credit risk is the risk that, in the event of a bank failure, the Library's deposits might not be returned. State law does not require but the Library does have a policy for deposit custodial credit risk. As of year-end, none of the Library's bank balance of \$2,231,418 was exposed to custodial credit risk because it was uninsured and uncollateralized. The Library evaluates each financial institution with which it deposits Library funds and assesses the level of risk of each institution; only those institutions with an acceptable estimated risk level are used as depositories.

Custodial Credit Risk - Investments. For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the Library will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. In order to minimize this risk, Library policy limits the types of investments and pre-qualifies financial institutions. As of June 30, 2025, none of the Library's investments were exposed to risk since the securities are held in the Library's name by the counterparty.

Salem-South Lyon District Library

Notes to the Financial Statements

Following is a summary of the Library's investments as of June 30, 2025:

Investments	
Money Market	\$ 326,034
Short-term Investments	13,206
Pooled Investments	24,848
U.S. Treasury Securities	1,197,516
Total	\$ 1,561,604

Credit Risk. State law limits investments to specific government securities, certificates of deposits and bank accounts with qualified financial institutions, commercial paper with specific maximum maturities and ratings when purchased, bankers acceptances of specific financial institutions, qualified mutual funds and qualified external investment pools as identified in the list of authorized investments in the summary of significant accounting policies. The Library's investment policy does not have specific limits in excess of state law on investment credit risk. Credit risk ratings, where applicable, are summarized as follows:

<u>Rating Agency</u>	<u>Rating</u>	<u>FMV</u>
S&P	AAAm	\$ 326,034
S&P	AA+	493,514
Not Rated	N/A	742,056
Total		\$ 1,561,604

Interest Rate Risk. Interest rate risk is the risk that the market rate of securities in the portfolio will fall due to changes in market interest rates. State law limits the allowable investments and the maturities of some of the allowable investments as identified in the summary of significant accounting policies. The Library's investment policy does not have specific limits in excess of state law on investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Maturity dates for investments held at year-end are summarized as follows:

<u>Maturity</u>	<u>Investments</u>
No Maturity	\$ 350,882
Matures within 1 Year	1,210,722
Total	\$ 1,561,604

Concentration of Credit Risk. Concentration of credit risk is the risk of loss attributed to the magnitude of the Library's investment in a single issuer. State law limits allowable investments but does not limit concentration of credit risk as identified in the list of authorized investments in the summary of significant accounting policies. The Library's investment policy does not limit

Salem-South Lyon District Library

Notes to the Financial Statements

investments in a single financial institution of a single security type (with the exception of U.S. treasuries and agencies and authorized pools) to a percentage of the total investment portfolio. All investments held at year end are reported above.

Fair Value Measurements

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. A fair value hierarchy is also established which requires an entity to maximize the use of observable and minimize the use of unobservable inputs.

There are three levels of inputs that may be used to measure fair value:

- Level 1: Quoted prices in active markets for identical securities.
- Level 2: Prices determined using other significant observable inputs. Observable inputs are inputs that other market participants may use in pricing a security. These may include quoted prices for similar securities, interest rates, prepayment speeds, credit risk and others.
- Level 3: Prices determined using significant unobservable inputs. Unobservable inputs may be used in situations where quoted prices or observable inputs are unavailable or deemed less relevant (for example, when there is little or no market activity for an investment at the end of the period). Unobservable inputs reflect the organization's own assumptions about the factors market participants would use in pricing an investment, and would be based on the best information available.

The Library holds shares in the Michigan CLASS government investment pool whereby the fair value of the investment is measured on a recurring basis using net asset value per share (or its equivalent) of the investment pool as a practical expedient.

At year-end, the net asset value of the Library's investment in the Michigan CLASS government investment pool was \$567,434. The investment pool had no unfunded commitments, specific redemption frequency or redemption notice period required. The Michigan CLASS government investment pool invests in U.S. treasury obligations, federal agency obligations of the U.S. government, high-grade commercial paper (rated 'A-1' or better) collateralized bank deposits, repurchase agreements (collateralized at 102% by Treasuries and agencies), and approved money-market funds. The program seeks to provide safety, liquidity, convenience, and competitive rates of return, and is designed to meet the needs of Michigan public sector investors. It purchases securities that are legally permissible under state statutes and are available

Salem-South Lyon District Library

Notes to the Financial Statements

for investment by Michigan counties, cities, townships, school districts, authorities, and other public agencies.

The Library has the following recurring fair value measurements as of June 30, 2024:

Fair Value	Investments
Level I	\$ 969,322
Level II	24,848
Net Asset Value Per Share	567,434
<i>Total</i>	\$ 1,561,604

Note 4 - Capital Assets

A summary of the changes in capital assets is as follows:

	July 1, 2024	Additions	Reductions	June 30, 2025
Capital assets not being depreciated				
Land	\$ 152,000	\$ -	\$ -	\$ 152,000
Capital assets being depreciated				
Building and Improvements	6,159,501	161,266	-	6,320,767
Equipment, Furniture, and Fixtures	564,977	55,812	-	620,789
Library Collection	1,503,582	141,390	-	1,644,972
Total capital assets being depreciated	8,228,060	358,468	-	8,586,528
Less accumulated depreciation				
Building and Improvements	3,401,804	219,331	-	3,621,135
Equipment, Furniture, and Fixtures	479,637	27,224	-	506,861
Library Collection	1,142,823	64,828	-	1,207,651
Total accumulated depreciation	5,024,264	311,383	-	5,335,647
<i>Total capital assets (net)</i>	\$ 3,355,796	\$ 47,085	\$ -	\$ 3,402,881

Depreciation expense was \$311,383 for the year ended June 30, 2025 and was entirely charged to the recreation and culture function of the Library.

Salem-South Lyon District Library

Notes to the Financial Statements

Note 5 - Long-term Debt

The following is a summary of the debt transactions of the Library for the year ended June 30, 2025:

Long Term Debt	Beginning Balance	Additions	Reductions	Ending Balance	Due Within One Year
2018 Capital Improvement Bonds	\$ 585,000	\$ -	\$ 55,000	\$ 530,000	\$ 60,000
Compensated Absences	19,933	32,938	-	52,871	44,940
Total	\$ 523,337	\$ 32,938	\$ 55,000	\$ 582,871	\$ 104,940

The annual requirements to amortize all debt outstanding (excluding compensated absences) as of June 30, 2025, are as follows:

	Governmental Activities		
	Principal	Interest	Total
2026	\$ 60,000	\$ 19,557	\$ 79,557
2027	60,000	17,343	77,343
2028	65,000	15,129	80,129
2029	65,000	12,731	77,731
2030	65,000	10,332	75,332
2031-2033	215,000	16,052	231,052
Totals	\$ 530,000	\$ 91,143	\$ 621,143

Note 6 – Deferred Compensation

The Library provides benefits to all of its employees who work more than 20 hours per week on a regularly scheduled basis through a deferred contribution plan with security benefits. In a deferred contribution plan, benefits depend solely on amounts contributed to the plan plus investment earnings. Employees are eligible to participate after three months of employment. As established by the library board, the Library contributes 6.5 percent of employees' gross earnings, and employee contributions for each employee plus interest allocated to the employee's account are fully vested upon admittance to the plan. The library employee and employer contributions to the Security Benefits Plan related to the fiscal year ended June 30, 2025, were \$0 and \$0, respectively.

In January 2018, the Library began offering an additional deferred contribution plan held with the Municipal Employees' Retirement System. This plan is offered to all employees. Total employee and employer contributions to the Plan for the year ended June 30, 2025 were \$40,876 and \$42,335, respectively.

Salem-South Lyon District Library

Notes to the Financial Statements

Note 7 – Fund Balances

The Library has adopted the provisions of GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definition*. GASB 54 establishes fund balance classifications that comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. Summarized information on fund balances of the Library’s funds was as follows:

	<u>General Fund</u>
Fund Balances	
Restricted	
Endowment - Nonexpendable	\$ 29,306
Assigned	
Future Capital Improvements	389,044
Gift Funds	<u>26,532</u>
<i>Total Assigned</i>	<u>415,576</u>
Unassigned	<u>1,681,565</u>
<i>Total Fund Balances</i>	<u>\$ 2,126,447</u>

Note 8 - Risk Management

The Library is exposed to various risks of loss related to property loss, torts, errors and omissions, employee injuries (workers’ compensation) and certain medical benefits provided to employees. The Library purchased commercial insurance for risks of losses due to employee injuries and liability claims.

Note 9 - New Accounting Pronouncement

The Library implemented Governmental Accounting Standards Board (“GASB”) Statement No. 101, *Compensated Absences*, during the fiscal year ended June 30, 2025. The adoption of this standard did not have a material impact on the Library’s financial statements, and no restatement of prior year balances was required.

REQUIRED SUPPLEMENTARY INFORMATION

Salem-South Lyon District Library
Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
General Fund
For the Year Ended June 30, 2025

	<u>Budgeted Amounts</u>		<u>Actual</u>	Variance
	<u>Original</u>	<u>Final</u>		Favorable (Unfavorable) Final to Actual
Revenues				
Property Taxes	\$ 1,537,112	\$ 1,537,112	\$ 1,525,192	\$ (11,920)
Intergovernmental	12,829	12,829	26,973	14,144
Penal Fines	32,091	32,091	35,724	3,633
Grant Revenue	12,100	12,100	12,100	--
Contributions	57,900	85,900	247,858	161,958
Charges for Services	378,000	378,000	407,534	29,534
Fines and Fees	7,209	7,209	7,209	--
Interest Revenue	45,000	57,000	95,067	38,067
Miscellaneous Revenue	28,400	113,400	13,731	(99,669)
Total Revenues	<u>2,110,641</u>	<u>2,235,641</u>	<u>2,371,388</u>	<u>135,747</u>
Expenditures				
Personnel	1,107,677	1,107,677	1,049,748	57,929
Library Services and Materials	373,000	373,000	349,902	23,098
Facilities and Equipment	408,977	493,977	426,715	67,262
Other Expenditures	144,400	184,400	140,263	44,137
Debt Service - Principal	55,000	55,000	55,000	--
Debt Service - Interest	21,587	21,587	21,587	--
Total Expenditures	<u>2,110,641</u>	<u>2,235,641</u>	<u>2,043,215</u>	<u>192,426</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>--</u>	<u>--</u>	<u>328,173</u>	<u>328,173</u>
Net Change in Fund Balance	<u>--</u>	<u>--</u>	<u>328,173</u>	<u>328,173</u>
<i>Fund Balance at Beginning of Period</i>	<u>1,798,274</u>	<u>1,798,274</u>	<u>1,798,274</u>	<u>--</u>
Fund Balance at End of Period	<u>\$ 1,798,274</u>	<u>\$ 1,798,274</u>	<u>\$ 2,126,447</u>	<u>\$ 328,173</u>

October 20, 2025

To the Library Board
Salem-South Lyon District Library

We have audited the financial statements of the governmental activities and the major fund of the Salem-South Lyon District Library (the “Library”) for the year ended June 30, 2025. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated May 16, 2025. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Library are described in Note 1 to the financial statements. During the fiscal year ended June 30, 2025, the Library adopted Governmental Accounting Standards Board (GASB) Statement No. 101, *Compensated Absences*. As described in Note 9 to the financial statements, the adoption of this new accounting principle did not have a material impact on Library’s financial statements, and no restatement of prior year balances was required. We noted no transactions entered into by the Library during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

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

- Management’s estimate of the current year capital asset depreciation expense is based on the estimated useful lives of the Library’s capital assets.
- Management’s estimate of the accrued compensated absences is based on current hourly rates and policies regarding payment of sick and vacation banks.

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

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

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

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. No misstatements above trivial were found.

Disagreements with Management

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

Management Representations

We have requested certain representations from management that are included in the management representation letter dated October 20, 2025.

Management Consultations with Other Independent Accountants

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

Other Audit Findings or Issues

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

Other Matters

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

Restriction on Use

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

Very truly yours,

A handwritten signature in cursive script that reads "Gabridge & Company". The signature is written in dark ink and is positioned above the printed name of the company.

Gabridge & Company, PLC
Grand Rapids, MI

Prepared questions

1. Draft what the 26-27 budget would look like.
2. Suggestion(s) for large gift money?
3. How would you handle a book challenge?

On the fly questions

1. Give an example of how you dealt with an unexpected conflict.
2. The library has seen a decrease in revenue, what budgetary recommendations would you make?
3. How would you handle a disagreement with a trustee?
4. What are some responsibilities of the director that should not be delegated?
5. How would you handle negative feelings from some staff, caused by board action?
6. We have a thriving friends volunteer crew. How do you envision the director working with the friends group?
7. Do you have any questions for us?

Criteria	Kathy Merucci	Rubric is based on a three point system with 3 being the highest score and 1 being the lowest.
	Notes	
Interview date and time		
Has required education		
Has necessary experience		
Reference Check		
Social Media posts		
Has a vision for the library		
Ability to communicate		
Understands library operations		
Understands library finance -L4029 to audit		
Agrees with library polices and procedures		
Ability to manage and support staff		
Ability to represent the library publicly		

Criteria	Notes	Rubric is based on a three point system with 3 being the highest score and 1 being the lowest.
Suggestion(s) for large gift money?		
How would you handle a book challenge?		
On the Fly questions: Give an example of how have you dealt with an unexpected conflict		
The library has seen a decrease in revenue, what budgetary recommendations would you make?		
How would you handle a disagreement with a trustee?		
What are some responsibilities of the director that should not be delegated?		
How would you handle negative feelings from some staff, caused by board action?		
We have a thriving friends volunteer crew. How do you envision the director working with the friends group?		
Do you have any questions for us?		