



Capital Area
District Libraries

CAPITAL AREA DISTRICT LIBRARIES

BOARD MEETING

5:30 PM, WEDNESDAY, AUGUST 20, 2025

BOARD ROOM

401 S CAPITOL AVE., LANSING, MI 48933

517-367-6300

Mission Statement:

Empowering our diverse communities to learn, imagine and connect.

AGENDA

CALL TO ORDER

ROLL CALL

COMMUNICATIONS

APPROVAL OF AGENDA (action)

PUBLIC COMMENTS ON AGENDA ITEMS

CONSENT AGENDA (action)

- a. [Approval of Minutes July 23, 2025](#) (enc – action)
- b. Approval of Closed Session Minutes July 23, 2025 (distributed separately)
- c. [Approval of Special Meeting Minutes July 31, 2025](#) (enc – action)
- d. Approval of Closed Session Minutes July 31, 2025 (distributed separately)
- e. [Disbursements for July 2025](#) (enc – action)

CHAIRPERSON'S COMMENTS

NEW BUSINESS

General

- a. Library Cooperative Membership (distributed separately - action)
- b. [GOV 202 Strategic Plan](#) (enc – action)
- c. [SER 103 Code of Conduct](#) (enc – action)
- d. MMLC Update
- e. Legislative Update
- f. Community Contacts

Finance

- a. [July 2025 Financial Report](#) (enc – action)
- b. [Downtown & South Lansing LaGarda Security Recommendation](#) (enc – action)
- c. [Modified Firewall & MSSP Recommendation](#) (enc – action)

- d. [Resolution for Purchase](#) (enc – action)
- e. 2024 Pension Actuarial Evaluation (distributed separately)

DIRECTOR'S REPORT

POLICIES – No changes, for review only (enc)

- a. [SER 101 Materials Selection](#)
- b. [SER 106 Arrangement of Materials](#)
- c. [SER 110 CADL Cares](#)

PUBLIC, STAFF, AND BOARD MEMBER COMMENTS

ADJOURNMENT

**CAPITAL AREA DISTRICT LIBRARIES
BOARD MEETING
July 23, 2025**

Members Present: Brian Baer, Debora Bloomquist, Sandy Drake, Quinn O'Donnell, Ashley Smith, Julie Vandenboom

Members Absent: Mark Stewart

Staff Present: Jeff Antaya, Sandra Centeno, Janet Elliott, Jenny Marr, Miriam Mattison, Victoria Meadows, Michael Moore, Thais Rousseau

Others Present: Virginia Chambers, Jan Davidson, David Klevorn

CALL TO ORDER

The Chairperson called the meeting to order at 5:30 p.m.

ROLL CALL

Baer – Present

Bloomquist – Present

Drake – Present

O'Donnell – Present

Smith – Present

Stewart – Absent with notice

Vandenboom – Present

Quinn O'Donnell made a motion to approve the absence of Mark Stewart from the July 23, 2025 Board meeting. Sandy Drake seconded the motion. The motion carried.

COMMUNICATIONS

Board Chair Brian Baer reported on an email he received from a patron with concerns about loss of services with a change in library cooperatives. He responded to let them know that no services would be lost.

APPROVAL OF AGENDA

Julie Vandenboom made a motion to approve the Agenda. Ashley Smith seconded the motion. The motion carried.

PUBLIC COMMENTS ON AGENDA ITEMS

There were no public comments on agenda items.

CONSENT AGENDA

Ashley Smith made a motion to approve the Consent Agenda. Debora Bloomquist seconded the motion. The motion carried.

- a. Approval of Minutes June 25, 2025
This item was approved by consent.
- b. Approval of Closed Session Minutes June 18, 2025
This item was approved by consent.
- c. Disbursements for June 2025
This item was approved by consent.

CHAIRPERSON'S COMMENTS

Board Chair Brian Baer noted the public appreciation for CADL that he observed while representing CADL in the Lansing 4th of July parade.

PRESENTATION

- a. Strategic Plan Draft
Jan Davison is with MCLS, Midwest Collaborative for Library Services, the organization hired to help facilitate the creation of CADL's next strategic plan. She reviewed the steps of the process and noted that the final version of the plan would be presented to the Board for approval in August.

Jan Davidson then presented a draft of the new strategic plan which included CADL's Mission Statement, Vision Statement, Core Values, and Key Strategic Focus Areas, along with goals and objectives for each Focus Area. She noted that the management and implementation plans would be created by CADL staff once the final plan is approved.

NEW BUSINESS

General

- a. Library Cooperative Discussion
Executive Director Jenny Marr provided an update on the search for a new library cooperative. In collaboration with Board Chair Brian Bear and Vice Chair Quinn O'Donnell, staff are evaluating neighboring cooperatives with the intent of presenting in August for a Board decision.
- b. Legislative Update
The Michigan state budget has not been finalized.

MLA conducted an EPIC-MRA poll to find out how the public feels about book banning. The results were positive, with a majority of responders indicating approval for libraries and librarians. MLA will be doing marketing campaigns to get the word out.

The future of the Institute of Museum and Library Services (IMLS) remains unclear; however, it looks like federal funding will continue for another year.

As part of her work with MLA, Executive Director Jenny Marr is involved in a trial court funding committee focused on how libraries are affected by penal fines.

c. Community Contacts

Sandy Drake attended Friends of the Library meetings in Lansing, Mason, and Webberville as well as CADL Annual Report Presentations at Wheatfield Township and White Oak Township. She noted that the Okemos Friends book sale is July 26-27 at the old Meridian Township Farmer's Market location.

Debora Bloomquist attended the CADL Annual Report presentations at Leslie Township and Wheatfield Township.

Ashley Smith attended the CADL Annual Report presentation at Lansing Township.

Julie Vandenboom attended the CADL Annual Report presentation at Ingham Township.

Finance

a. June 2025 Financial Report

Finance Director Miriam Mattison presented the June 2025 Financial Report.

Ashley Smaith made a motion to accept the June 2025 Finance Report. Sandy Drake seconded the motion. The motion carried.

b. 2nd Quarter Budget Adjustments

Finance Director Miriam Mattison explained recommended revisions to the 2025 budget which combine to a return of \$69,200 to the Undesignated Fund Balance.

Sandy Drake made a motion to approve the 2nd Quarter Budget Adjustments. Ashley Smith seconded the motion. The motion carried.

c. HUM 221 Non-Union Administrative Employee Policy Manual

Changes to the policy include additional language to allow part-time NUA employees to participate in the MERS 457 Supplemental Savings/Deferred Compensation Plan.

Quinn O'Donnell made a motion to approve the recommended changes to HUM 221. Julie Vandenboom seconded the motion. The motion carried.

d. MERS 457 Authorization Recommendation

It is recommended to authorize Jenny Marr to sign the MERS 457 Participation Agreement/Employer Contribution Addendum.

Ashley Smith made a motion to authorize Jenny Marr to sign the MERS 457 Participation Agreement/Employer Contribution Addendum. Debora Bloomquist seconded the motion. The motion carried.

e. T-Mobile Hotspot Agreement

It is recommended to authorize the Executive Director to sign an agreement to purchase hotspot equipment and data plans from T-Mobile for a 1-year term for up to

\$33,776.40. This includes purchasing 138 data plans for existing hotspot devices, as well as purchasing 72 additional, new devices and data plans.

This agreement with T-Mobile enables CADL to maximize savings on the costs of the hotspot lending program now, while leaving open the opportunity to continue participation in the federal E-rate program should it survive congressional attempts to rescind it.

Ashley Smith made a motion to approve the T-Mobile Hotspot Agreement as recommended. Quinn O'Donnell seconded the motion. The motion carried.

f. Firewall and Managed Security Services Recommendation

It is recommended to purchase a Checkpoint 3970 gateway and managed security services from CyberForce|Q (CFQ) for a 3-year term. The device, licensing, and manufacturer support and maintenance costs for the 3-year term are \$36,378.92. Also contract with CFQ for managed security services for \$18,965/year.

CADL has been selected to participate in the E-rate Cybersecurity Pilot Program (CPP). As part of the program, an RFP process was conducted to purchase a refreshed, next generation enterprise firewall device and managed security services equivalent to or better than CADL's current solution. CFQ offered the most cost-efficient combined package of firewall hardware and managed security services.

The CPP program provides a 90% subsidy of eligible costs, so of the estimated \$93,273.92 total 3-year cost of CFQ's proposal, CADL would expect to be reimbursed approximately \$83,946.53, bringing the annual cost down to approximately \$3,100 for this crucial cybersecurity functionality.

Julie Vandenoorn made a motion to approve the Firewall and Managed Security Services Recommendation as presented. Ashley Smith seconded the motion. The motion carried.

g. Email Security Recommendation

It is recommended to purchase Proofpoint Essentials Advanced email security from Rainbow Secure for a 3-year term for \$3.00/user/month plus a \$1,500 setup and configuration fee. In addition, to purchase Proofpoint Essentials Security Awareness training platform for a 3-year term of \$1.10/user/month.

CADL has been selected to participate in the E-rate Cybersecurity Pilot Program (CPP). As part of the program, an RFP process was conducted to purchase email security services equivalent to or better than our current solution. Additional interest in security-awareness training was also considered. Rainbow Secure's proposal included the best integration of expertise and ability to implement smoothly.

The CPP program provides a 90% subsidy of eligible costs, so of the estimated \$33,972 total 3-year cost of Rainbow Secure's proposal, CADL would expect to be reimbursed

approximately \$22,734, bringing our annual cost down to approximately \$3,750 for this crucial cybersecurity functionality.

Quinn O'Donnell made a motion to approve the Email Security Recommendation as presented. Sandy Drake seconded the motion. The motion carried.

DIRECTOR'S REPORT

- One Grand Read is a community reading initiative being sponsored by CADL, MSU, East Lansing Library, The City of East Lansing, Schuler Books, and Hooked. The book being read is *Better Living Through Birding* by Christian Cooper. The One Grand Read website is live and will continue to be updated with related events. Free online tickets are already being reserved for an author event that will take place on September 20.
- CADL Annual Report presentations have taken place at almost all municipalities. The remaining presentations will take place later in the summer.
- The Summer Reading Challenge is ongoing with many events still to come.
- Planning for CADL Conference 2025 has begun; this annual staff in-service day will take place on November 11.

POLICIES – No changes, for review only

- a. GOV 211 Non-District Municipality
- b. GOV 251 Aurelius Township Agreement
- c. GOV 252 Ingham Township Agreement
- d. GOV 253 Leroy Township Agreement
- e. GOV 254 City of Mason Agreement
- f. GOV 255 Foster-City of Lansing Agreement
- g. GOV 256 South Lansing-City of Lansing Agreement
- h. GOV 257 City of Williamston Agreement
- i. GOV 258 Meridian Charter Township Agreement
- j. GOV 259 Delhi Charter Township
- k. GOV 260 City of Leslie Agreement
- l. GOV 261 Stockbridge Township

PUBLIC, STAFF, AND BOARD MEMBER COMMENTS

Debora Bloomquist thanked Victoria Meadows and the Marketing & Communications Team for all their work on One Grand Read.

CLOSED SESSION

Quinn O'Donnell made a motion for a closed session to be convened to consider material exempt from disclosure pursuant to MCL 15.268(h) and MCL 15.243(1)(g) and that David Klevorn, Jenny Marr, Miriam Mattison and Janet Elliott be invited to attend. Ashley Smith seconded the motion. A roll call vote was held:

Baer – Yes

Bloomquist – Yes

Drake – Yes

O'Donnell – Yes

Smith – Yes
Stewart – Absent
Vandenboom – Yes

The Board moved into its closed session at 6:47 pm.

Quinn O'Donnell made a motion to reconvene the open session. Julie Vandenboom seconded the motion. A roll call vote was held:

Baer – Yes
Bloomquist – Yes
Drake – Yes
O'Donnell – Yes
Smith – Yes
Stewart – Absent
Vandenboom – Yes

The agenda resumed at 7:21 pm.

Julie Vandenboom made a motion to authorize the attorney to proceed as instructed in closed session. Ashley Smith seconded the motion. The motion carried

ADJOURNMENT

Quinn O'Donnell made a motion to adjourn the meeting. Ashley Smith seconded the motion. The motion carried. The meeting adjourned at 7:22 pm.

CAPITAL AREA DISTRICT LIBRARIES
SPECIAL BOARD MEETING
July 31, 2025

Members Present: Brian Baer, Debora Bloomquist, Sandy Drake, Quinn O'Donnell, Ashley Smith, Mark Stewart, Julie Vandenboom

Members Absent:

Staff Present: Janet Elliott, Jolee Hamlin, Jenny Marr, Miriam Mattison, Michael Moore

Others Present: David Klevorn

CALL TO ORDER

The Chairperson called the meeting to order at 4:43 p.m.

ROLL CALL

Baer – Present

Bloomquist – Present

Drake – Present

O'Donnell – Present

Smith – Present

Stewart – Present

Vandenboom – Present

APPROVAL OF AGENDA

Mark Stewart made a motion to approve the Agenda. Sandy Drake seconded the motion. The motion carried.

CLOSED SESSION

Quinn O'Donnell made a motion for a closed session to be convened to consider the purchase or lease of real property up to the time an option to purchase or lease that real property is obtained, in accordance with Sec. 8(1)(d) of the Open Meetings Act (OMA) MCL 15.268 and that David Klevorn, Jenny Marr, Jolee Hamlin, Miriam Mattison, Michael Moore, and Janet Elliott be invited to attend. Julie Vandenboom seconded the motion. A roll call vote was held:

Baer – Yes

Bloomquist – Yes

Drake – Yes

O'Donnell – Yes

Smith – Yes

Stewart – Yes

Vandenboom – Yes

The Board went into closed session at 4:45 pm.

Quinn O'Donnell made a motion to reconvene the open session. Debora Bloomquist seconded the motion. A roll call vote was held:

Baer – Yes

Bloomquist – Yes

Drake – Yes
O'Donnell – Yes
Smith – Yes
Stewart – Yes
Vandenboom – Absent (left meeting at 5:18 pm)

The agenda was resumed at 5:55 p.m.

NEW BUSINESS

a. Building Committee Recommendation

Ashley Smith presented a recommendation on behalf of the Building Committee. A time-sensitive situation arose due to an auction coming up for purchasing a property that the Committee toured last year. When the Committee toured the property, they felt it had all the characteristics needed for CADL's local history collection, including more space and better climate control. Last year the property was quoted at \$2.9 million, and the sellers have now presented a potential option of a purchase price of \$1.6 million plus 3% and other fees. The Committee recommends purchasing the property for this price and asking the sellers for a good faith attempt to have the current tenant removed. Board Chair Brian Baer and Board Secretary Debora Bloomquist would be authorized to sign documents.

Ashley Smith made a motion to accept the Building Committee's recommendation and to authorize Miriam Mattison to use money from the Capitol Project Fund. Sandy Drake seconded the motion. A roll call vote was held:

Baer – Yes
Bloomquist – Yes
Drake – Yes
O'Donnell – Yes
Smith – Yes
Stewart – Yes
Vandenboom – Absent

The motion carried.

PUBLIC, STAFF, AND BOARD MEMBER COMMENTS

Ashley Smith thanked everyone for their willingness to come to a meeting at short notice.

Brian Baer thanked the Building Committee for their work last year and thanked Ashley Smith for her leadership.

Jenny Marr noted that the next step would be to finalize the purchase agreement and that an announcement would be made to staff on Monday along with a press release to notify the public.

ADJOURNMENT

Sandy Drake made a motion to adjourn the meeting. Quinn O'Donnell seconded the motion. The motion carried. The meeting adjourned at 6:01 pm.

08/05/2025

CHECK REGISTER FOR CAPITAL AREA DISTRICT LIBRARIES

CHECK DATE 07/01/2025 - 07/31/2025

Check Date	Check	Vendor Name	Description	Amount
Bank MAIN MAIN CASH				
Check Type: EFT Transfer MAIN				
07/03/2025	3160(E)	AMAZON	AMAZON INVOICES	2,963.70
07/03/2025	3161(E)	ACRISURE/44 NORTH	MEDICAL CLAIMS	1,659.61
07/03/2025	3162-3167(E)	INGRAM LIBRARY SERVICES	BOOKS	8,288.62
07/03/2025	3168(E)	JACALYN MCDONALD	MILEAGE 4/22-6/24/25	25.90
07/03/2025	3169(E)	LAGARDA SECURITY	SECURITY SVCS W/E 6/15/25	3,066.44
07/03/2025	3170(E)	MICHAEL MOORE	MILEAGE 5/15-6/26/25	494.34
07/03/2025	3171(E)	MICHIGAN FLEET FUELING SOLUTION	6/15-6/30/25 VEHICLE FUEL	800.64
07/03/2025	3172(E)	Midwest Tape	DVDS, MUSIC, AUDIOBOOKS, 6/2025 DIGITAL CONTE	46,339.59
07/03/2025	3173(E)	OVERDRIVE INC	CONTENT PURCHASE	30,000.00
07/03/2025	3174(E)	PHARMACY DATA MANAGEMENT INC.	6/16-6/30/25 PRESCRIPTION CLAIMS	6,777.25
07/03/2025	3175(E)	STAPLES ADVANTAGE	OFFICE SUPPLIES	2,083.52
07/03/2025	3176(E)	TASC	BENEFITS FUNDING	44.12
07/10/2025	3177(E)	ACRISURE/44 NORTH	MEDICAL CLAIMS	1,440.09
07/10/2025	3178(E)	ALERUS FINANCIAL	6/2025 RETIREMENT CONTRIBUTIONS	28,132.35
07/10/2025	3179(E)	AMAZON	AMAZON INVOICES	3,134.98
07/10/2025	3180(E)	BOARD OF WATER & LIGHT	3500 1/2 5/9-6/7/25	135.77
07/10/2025	3181(E)	BOLING JANITORIAL SERVICE INC	6/2025 JANITORIAL SVCS	14,851.98
07/10/2025	3182(E)	CONSUMERS ENERGY	145 5/16-6/16/25	883.11
07/10/2025	3183-3187(E)	INGRAM LIBRARY SERVICES	BOOKS	5,457.76
07/10/2025	3188(E)	KATHERINE ZAYKO	MILEAGE 3/3-4/30/25	86.38
07/10/2025	3189(E)	LAGARDA SECURITY	SECURITY SVCS W/E 6/22/25	2,561.52
07/10/2025	3190(E)	MERS	6/2025 RETIREMENT CONTRIBUTIONS	88,934.74
07/10/2025	3191(E)	MIDWEST COMMUNICATIONS	6/2025 PEOPLE BASED ADS	3,541.00
07/10/2025	3192(E)	MIDWEST TAPE	DVD, MUSIC, AUDIOBOOKS	3,088.94
07/10/2025	3193(E)	MISSION SQUARE	6/2025 RETIREMENT CONTRIBUTIONS	2,758.80
07/10/2025	3194(E)	OVERDRIVE INC	CONTENT PURCHASE	30,000.00
07/10/2025	3195(E)	SPRINGSHARE LLC	PATRON POINT MODULE USAGE	437.10
07/10/2025	3196(E)	STAMPFLER, DIANNA	MADE IN THE MITTEN - AT HA 6-18--25	550.00
07/10/2025	3197(E)	STAPLES ADVANTAGE	OFFICE SUPPLIES	265.11
07/10/2025	3198(E)	TASC	BENEFITS FUNDING	705.06
07/10/2025	3199(E)	BOARD OF WATER & LIGHT	401 5/5-6/10/25	3,095.53
07/10/2025	3200(E)	BOARD OF WATER & LIGHT	427 1FL 5/9-6/9/25	72.66
07/10/2025	3201(E)	BOARD OF WATER & LIGHT	123 5/8-6/7/25	9,953.19
07/10/2025	3202(E)	BOARD OF WATER & LIGHT	3500 108 5/9-6/7/25	1,107.00
07/10/2025	3203(E)	CONSUMERS ENERGY	4321 4 5/14-6/12/25	321.91
07/10/2025	3204(E)	CONSUMERS ENERGY	4321 3 5/14-6/12/25	235.67
07/10/2025	3205(E)	CONSUMERS ENERGY	201 5/14-6/12/25	310.62
07/10/2025	3206(E)	CONSUMERS ENERGY	4321 1 5/14-6/12/25	375.38
07/10/2025	3207(E)	CONSUMERS ENERGY	4321 2 5/14-6/12/25	653.77
07/10/2025	3208(E)	CONSUMERS ENERGY	1379 5/16-6/16/25	148.47
07/10/2025	3209(E)	CONSUMERS ENERGY	427 5/15-6/12/25	18.00
07/10/2025	3210(E)	CONSUMERS ENERGY	401 5/15-6/12/25	20.74
07/10/2025	3211(E)	MISSION SQUARE	6/2025 RETIREMENT CONTRIBUTIONS	511.44
07/17/2025	3212(E)	ACRISURE/44 NORTH	MEDICAL CLAIMS	665.04
07/17/2025	3213(E)	AMANDA VORCE	PROGRAM PURCHASES 2/6-4/30	159.03
07/17/2025	3214-3215(E)	BAKER & TAYLOR BOOKS	BOOKS	19,257.46
07/17/2025	3216(E)	BS&A SOFTWARE, INC.	6/2025 CC FEES	277.82
07/17/2025	3217(E)	CASSIDY GOULD	MILEAGE 6/2-6/27/25	83.51
07/17/2025	3218(E)	CHRIS POTTS	SNACKS & PAPER PLATES NATION OUTSIDE PROG	58.55
07/17/2025	3219(E)	CHRISTIE NIKOLOFF	MILEAGE/PARKING 5/1-6/26/25	27.87
07/17/2025	3220(E)	CONSUMERS ENERGY	115 5/21-6/19/25	22.58
07/17/2025	3221(E)	DELHI CHARTER TOWNSHIP	2024 BROWNFIELD OVERPAYMENT REIMBURSE	7,538.38
07/17/2025	3222(E)	DELTA DENTAL PLAN OF MICHIGAN	7/2025 DENTAL PREMIUM	228.15

07/17/2025	3223-3229(E)	INGRAM LIBRARY SERVICES	BOOKS	6,717.36
07/17/2025	3230(E)	JACALYN MCDONALD	FOOD FOR GROSSOLOGY PROGRAM	14.63
07/17/2025	3231(E)	LAGARDA SECURITY	SECURITY SVCS W/E 6/29/25	3,066.44
07/17/2025	3232(E)	LIBRARY DESIGN ASSOCIATES INC	4 LOUNGE CHAIRS AND FABRIC	11,856.00
07/17/2025	3233(E)	MELISSA CRAIN	MILEAGE MLA SPRING INSTITUTE	95.20
07/17/2025	3234(E)	MICHAEL MOORE	REIMBURSE FOR DELIVERY TRUCK GAS	20.00
07/17/2025	3235(E)	MICHIGAN FLEET FUELING SOLUTION	VEHICLE FUEL 7/1-7/15/25	784.89
07/17/2025	3236(E)	MIDWEST TAPE	DVD, MUSIC, AUDIOBOOKS	2,036.62
07/17/2025	3237(E)	STAPLES ADVANTAGE	OFFICE SUPPLIES	714.95
07/17/2025	3238(E)	T-MOBILE	MOBILE HOTSPOTS 5/21-6/20/25	3,990.47
07/17/2025	3239(E)	TASC	BENEFITS FUNDING	1,057.98
07/19/2025	3265-3269(E)	RAMP BUSINESS CORPORATION	*See next page	25,954.13
07/21/2025	3240(E)	CONSUMERS ENERGY	3500 109B 5/16-6/13/25	18.00
07/21/2025	3241(E)	CONSUMERS ENERGY	3500 107B 5/16-6/13/25	18.92
07/21/2025	3242(E)	CONSUMERS ENERGY	126 5/19-6/17/25	338.71
07/21/2025	3243(E)	CONSUMERS ENERGY	3500 109A 5/16-7/13/25	56.92
07/24/2025	3244(E)	ACRISURE/44 NORTH	MEDICAL CLAIMS	1,750.22
07/24/2025	3245(E)	AMAZON	AMAZON INVOICES	3,030.02
07/24/2025	3246(E)	BELCHER, HENRY	BOOKS-LOCAL HISTORY	15.00
07/24/2025	3247(E)	CYBERFORCE Q LLC	FIREWALL SUPPORT AND COSOC SERVICES EXTENS	5,154.85
07/24/2025	3248-3252(E)	INGRAM LIBRARY SERVICES	BOOKS, ONE GRAND READ BOOKS	4,680.23
07/24/2025	3253(E)	JAY HULL	POETS & COFFEE DOUGHNUTS	5.94
07/24/2025	3254(E)	KANOPY INC	6/2025 PLAY CREDITS	2,559.35
07/24/2025	3255(E)	LAGARDA SECURITY	SECURITY SVCS W/E 7/6/25	2,315.22
07/24/2025	3256(E)	MIDWEST TAPE	DVD, MUSIC, AUDIOBOOKS	3,749.57
07/24/2025	3257(E)	ONATE, GUSTAVO URIEL AYALA	PAPEL PICADO POSTCARDS AT OK 6-9-25	50.00
07/24/2025	3258(E)	PHARMACY DATA MANAGEMENT INC.	7/1-7/15/25 PRESCRIPTION CLAIMS	5,492.09
07/24/2025	3259(E)	PHYSICIANS HEALTH PLAN	8/2025 HEALTH INS PREMIUM	45,160.94
07/24/2025	3260(E)	STAPLES ADVANTAGE	OFFICE SUPPLIES	736.74
07/24/2025	3261(E)	TASC	BENEFITS FUNDING	342.96
07/24/2025	3262(E)	VISION SERVICE PLAN	7/2025 VISION PREMIUM	910.72
07/24/2025	3263(E)	ACRISURE/44 NORTH	7/2025 BUNDLE FEE, INT'L PHARMACY	5,641.02
07/24/2025	3264(E)	ACRISURE/44 NORTH	8/2025 METLIFE	1,707.69
07/31/2025	3270(E)	AT&T	4 PHONE BOOKS 7/2025	24.00
07/31/2025	3271(E)	DELTA DENTAL PLAN OF MICHIGAN	6/1-6/30/25 DENTAL CLAIMS	2,851.30
07/31/2025	3272(E)	DTE ENERGY	117 6/5-7/7/25	435.93
07/31/2025	3273(E)	GRANGER CONTAINER SERVICE INC	7/2025 TRASH SVC	150.41
07/31/2025	3274(E)	GRANGER CONTAINER SERVICE INC	7/2025 TRASH SVC	285.62
07/31/2025	3275(E)	GRANGER CONTAINER SERVICE INC	7/2025 TRASH SVC	108.33
07/31/2025	3276(E)	GRANGER CONTAINER SERVICE INC	7/2025 TRASH SVC	91.00
07/31/2025	3277(E)	GRANGER CONTAINER SERVICE INC	8/2025 TRASH SVC	12.94

Total EFT Transfer:

478,654.50

Check Type: Paper Check MAIN

07/17/2025	57034	A & L LOCKSMITH, LLC	8 KEYS	29.80
07/17/2025	57035	ABSOLUTELY BAFFLING MAGIC LLC	MAGIC SHOW DL	475.00
07/17/2025	57036	ADDIS ENTERPRISES LLC	AE WEB DEVELOPMENT HOURS	5,200.00
07/17/2025	57037	ALLISON, AUDREY	A WORLD OF MUSIC & STORIES PROGRAM	1,350.00
07/17/2025	57038	ANDREA M RODRIGUEZ	SPANISH STORYTIME - SPRING 2025	135.00
07/17/2025	57039	ANN ARBOR HANDS-ON MUSEUM	FURS, FEATHERS, SCALES AT ST 7-30-25	337.70
07/17/2025	57040	AURELIUS TOWNSHIP	4/2025-6/2025 UTILITIES, CUSTODIAL	2,763.51
07/17/2025	57041	BARNES & NOBLE	SUMMER 2025 BN MAGAZINES	149.85
07/17/2025	57042	BLACKSTONE PUBLISHING INC	AUDIOBOOKS	34.99
07/17/2025	57043	BOUCHA, HANNAH	CLAY FLOWERPOTS AT OK 8-8-25	100.00
07/17/2025	57044	BRODART CO.	BOOKS	12.44
07/17/2025	57045	CENTRAL BUSINESS SYSTEMS INC	COPIER RENTAL,PRINT COLLECTIONS/COPIES	1,029.97
07/17/2025	57046	CENTRAL SECURITY ALARM INC	BURG MONITORING 8/2025-10/2025	149.85
07/17/2025	57047	CIRQUE AMONGUS	CIRQUE AMONGUS AT CADL DA,AU	1,100.00
07/17/2025	57048	CITY OF LESLIE	201 4/1-6/30/25	185.83
07/17/2025	57049	DEBORAH PRIGGE	MILEAGE 2/14-5/13/25	86.80

07/17/2025	57050	DELL MARKETING, L.P.	LOCAL HISTORY DEPT. COMPUTERS - CONTRACT PF	8,815.00
07/17/2025	57051	EASTERN MICHIGAN UNIVERSITY	ABOUT LAW 32307009133118	78.00
07/17/2025	57052	EATON RAPIDS PUBLIC LIBRARY	WICKED YEARS 1 OVERDUE MEL	24.00
07/17/2025	57053	EILX	5/2025, 6/2025 METV ROTATOR ADS	595.00
07/17/2025	57054	GALESBURG CHARLESTON MEMORIAL	"LION, TIGER, AND BEAR,"	16.95
07/17/2025	57055	GENOT PICOR - STORYTELLER, LLC	SUMMER READING SHOW	250.00
07/17/2025	57056	GOODYEAR COMMERCIAL TIRE & SER	OIL CHANGE VIN 3213	47.85
07/17/2025	57057	GRAND LEDGE AREA DISTRICT LIBRA	A TREE GROWS IN BROOKLYN	29.82
07/17/2025	57058	HEATHER GOUPIL	CATERING FOR STAFF MEETING	112.98
07/17/2025	57059	HOME DEPOT CREDIT SERVICES	LIGHT BULBS, PAINT SUPPLIES,SILICONE, CLEANER	228.26
07/17/2025	57060	HUMAN-I-T	IT OBSOLETE EQUIPMENT DISPOSAL	300.00
07/17/2025	57061	JNS RENTALS, LLC	FOAM PARTY AT FO	392.69
07/17/2025	57062	KCHODL, JOSEPH J.	DINOSAUR DAY DL 8-7-25	450.00
07/17/2025	57063	LEE, HANA	MILEAGE 4/26/25	21.00
07/17/2025	57064	LENAWEE DISTRICT LIBRARY	THE PASSIONS OF EMMA	20.00
07/17/2025	57065	LESLIE AREA HISTORICAL SOCIETY	MEMBERSHIP FEE	30.00
07/17/2025	57066	LORI E FITHIAN	DRUMMUNITY AT CADL - SUMMER 2025	950.00
07/17/2025	57067	MACDONALD BROADCASTING	6/2025 ADS	5,415.00
07/17/2025	57068	MARK BUZZITTA	MILEAGE 5/29-6/30/25	216.65
07/17/2025	57069	MARTHA "CORKY" DUBOIS	LLAMAS AT SL 6-14-25	100.00
07/17/2025	57070	MELISSA COOKE	LANSING HOOPS AT FO 7-15-25	225.00
07/17/2025	57071	MEYER, BEVERLY	BEVERLY THE MUSIC LADY AT CADL HOLT 7-23-25	400.00
07/17/2025	57072	MICHIGAN LIBRARY ASSOCIATION	MLA MEETING - HOTEL	185.90
07/17/2025	57073	MIDWEST COLLABORATIVE FOR LIBRA	2025-2026 OVERDRIVE CONTENT, STRATEGIC PLAN	160,390.53
07/17/2025	57074	MING A. LOUIE	MAGIC SHOW OK, FO	700.00
07/17/2025	57075	MONROE COUNTY LIBRARY SYSTEM	MAN IN WHITE 35001440392873	14.99
07/17/2025	57076	MONTMORENCY COUNTY PUBLIC LIB	LOST BOOK	40.00
07/17/2025	57077	MYERS PLUMBING & HEATING INC	EMERGENCY 3RD FLOOR LEAKING SEWER DRAINPII	2,977.67
07/17/2025	57078	NATIONAL DIGITAL INCLUSION ALLIA	NDIA ANNUAL MEMBERSHIP	650.00
07/17/2025	57079	NGUYEN, EMILY	REFUND LOST BOOK SLEEPING BEAUTY	8.99
07/17/2025	57080	PIONEER REPTILES, LLC	REPCO WILDLIFE - SUMMER 2025	2,000.00
07/17/2025	57081	PRINTING CONCEPTS LLC	LIBRARY CARDS - ADULT DESIGN	1,850.00
07/17/2025	57082	PUBLIC LIBRARIES OF SAGINAW	A CHILD OF A CRACK HEAD 31390016612614	15.00
07/17/2025	57083	PUCHACZ, ZACHARY	SPLENDID CHAOS	50.00
07/17/2025	57084	RESIDENTIAL OPTIONS INC. LEARNIN	RETURN LOST BOOK FEES	38.97
07/17/2025	57085	RICOH USA INC	B/W & COLOR COPIES 3RD FL ADMIN	86.55
07/17/2025	57086	RONALD T. LOYD	BUBBLEMAN AT SL 7-9-25	360.00
07/17/2025	57087	SANDRA DRAKE	BOARD STIPEND 1/8-6/25/25	840.00
07/17/2025	57088	SAVAGE, ANITA	MILEAGE 5/30-6/25/25	29.68
07/17/2025	57089	SCHEER MAGIC PRODUCTIONS INC	SCHEER GENIUS AT CADL	525.00
07/17/2025	57090	SCHINDLER ELEVATOR CORPORATION	20250530 DOWNTOWN PATRON ELEVATOR DOOR F	829.02
07/17/2025	57091	SCHUILING, REBECCA	WEAVING WITH COLOR AT OK 8-2-25	50.00
07/17/2025	57092	SHLB COALITION	SHLB ANCHORNETS CONFERENCE - REGISTRATION	364.20
07/17/2025	57093	SHUYLER CLARK	MILEAGE 4/19-6/13/25	98.28
07/17/2025	57094	SKYLINE OUTDOOR ADVERTISING	PRODUCTION & INSTALLATION VEVAY STORYWAL	7,938.37
07/17/2025	57095	SLOAN MUSEUM OF DISCOVERY	"WHAT'S IN A COLOR" PROGRAM AT HO 7-9-25	249.00
07/17/2025	57096	STERLING HEIGHTS PUBLIC LIBRARY	DIFFERENT SEASONS 4 STORIES BY KING, STEPHEN	67.99
07/17/2025	57097	STEVENS PUPPETS	ALADDIN PUPPET SHOW SL	450.00
07/17/2025	57098	STEWART, MARK	BOARD STIPEND 4/14-6/25/25	330.00
07/17/2025	57099	SUSAN BISSONNETTE	TEEN SPA DAY, COOKBOOK CLUB SUPPLIES	115.19
07/17/2025	57100	THORNAPPLE WOODLANDS, LLC	HONEYBEE PGM AT CADL HOLT - SUMMER 2025	485.00
07/17/2025	57101	TIPTOP ENTERTAINMENT LLC	PICASSO MAGIC SHOWS SUMMER 2025	2,200.00
07/17/2025	57102	TOWNSQUARE MEDIA LANSING	6/2025 SUMMER READING ADS	5,310.00
07/17/2025	57103	U.S. POSTAL SERVICE	POST OFFICE BOX 8/1/25-7/31/26	110.00
07/17/2025	57104	UAW LOCAL 2256	6/2025 UNION DUES	3,409.10
07/17/2025	57105	UNIQUE	6/2025 CHAT SERVICE	895.00
07/17/2025	57106	VILLAGE OF DANSVILLE	W/S 3/1-5/31/25	68.25
07/17/2025	57107	VILLAGE OF STOCKBRIDGE	W/S 3/24-6/18/25	199.94
07/17/2025	57108	WILLIAMSTON COMMUNITY SCHOOL	4/2025-6/2025 UTILITIES/CLEANING	4,523.25
07/17/2025	57109	WILX	6/2025 ADS	1,800.00

07/17/2025	57110	WINGE, THERESA	WEAVING WITH COLOR AT OK 8-2-25	50.00
07/17/2025	57111	WLAJ	6/2025 ROTATOR ADS	100.00
07/17/2025	57112	WLNS	6/2025 WLNS ROTATOR ADS	1,000.00
07/17/2025	57113	ZAYO GROUP LLC	7/1-9/30/25 WAN AND INTERNET	2,147.40
Total Paper Ct				<hr/> 235,412.21
MAIN TOTALS:				<hr/>
Total of 198 Checks:				714,066.71
Less Void Checks:				(210.00)
Total of 171 Disbursements:				713,856.71

08/05/2025

CHECK REGISTER FOR CAPITAL AREA DISTRICT LIBRARIES

CHECK DATE 07/01/2025 - 07/31/2025

Check Date	Check	Vendor Name	Description	Amount
Bank MAIN MAIN CASH				
Check Type: EFT Transfer MAIN				
07/19/2025	3265-3269(E)	RAMP BUSINESS CORPC	HOURS RACK CARDS, SSI BIZ CARDS	250.03
			WATER DELIVERY FO	7.85
			WATER DELIVERY, COOLER RENTAL DA	22.85
			7/2025 WATER COOLER RENTAL DTL	95.00
			WATER DELIVERY STK	11.25
			WATER DELIVERY LE	21.05
			WATER DELIVERY FO	7.85
			CONTRACT SVCS 6/1-8/31/25	1,450.00
			STOCKBRIDGE COMMUNITY GUIDE LISTING	30.00
			ANNUAL MEMBERSHIP 8/2025-7/2026	250.00
			PEST CONTROL	71.00
			PEST CONTROL	66.00
			PEST CONTROL	86.00
			145 4/15-5/15/25	85.86
			6/2025 SRC AD TILE	310.00
			6/2025 AUDIO STREAM SUMMER READING	400.00
			6/2025 SUMMER READING 2025	540.00
			6/2025 PBS KID STREAM SUMMER READING	450.00
			6/2025 SUMMER READING	390.00
			REG HOME DAYS, WITCHES ON THE TOWN	80.00
			ADVOCAY DAY REGISTRATION M COLE	25.00
			REPLACEMENT SURVIVE THE QUAKE SET	46.98
			5 SEATS FOR THE TEENAGE BRAIN TRAINING	199.00
			BIO CLEANUP SUPPLIES	13.96
			2ND FLR DL MEN'S BATHROOM REPAIRS	45.95
			MATERIALS TO REPAIR CAST IRON PIPES	120.25
			FOIL TAPE, PIPE INSULATION	36.32
			ALL-PURPOSE WIRE EASELS (WHITE)	97.43
			BATH TISSUE, PAPER TOWEL	117.25
			SOAP	90.01
			PAPER TOWEL	45.75
			PAPER TOWEL, BATH TISSUE, SOAP	577.20
			PAPER TOWEL, SOAP, BATH TISSUE	152.99
			PAPER TOWEL	35.50
			PAPER TOWEL	35.50
			6.2025 CINTAS MATS	658.39
			CRAYON DIE CUT - JUMBO (SKU 2363J)	55.25
			LOCAL HISTORY MAKER STATION ADOBE CREATIVE	30.00
			GBC® LOW TEMP LAMINATING ROLL, GLOSS 5MI	537.46
			7/2025 DIGITAL PHONE LINES AT DL	73.74
			ADDRESS VALIDATION API ACCESS	54.00
			FAX.PLUS ACCOUNT FOR PUBLIC FAX SERVICE	83.40
			MONTHLY WEBSITE HOSTING CHARGES	311.70
			NEW WIPERS FOR NEW WINDSHIELDS- KM, ML, IT V	112.44
			7/6-8/5/25 HOSTING MINECRAFT SERVER	29.94
			SUBSCRIPTION 7/13/25-7/12/26	348.00
			SUMMER READING 2025 MID-SUMMER CANDY REOI	1,085.77
			SRC PRIZES	15.90
			FOOD FOR JUNE COW MEETING	22.28
			K-CUPS FOR BOARD MEETINGS	4.99
			\$20 GIFT CARDS, KID AND TEEN SRC PRIZES	521.50
			SIMPLYBOOK SUBSCRIPTION 7/2-8/2/25	59.90
			DOGGYLAND TONIE TARGET	79.96

BALANCE OF TONIES DOGGYLAND ORDER	4.80
1/2025-5/2025 MONTHLY ADVERTISING	1,300.00
6/2025 MONTHLY ADVERTISING	260.00
7/2025 MONTHLY ADVERTISING	260.00
TONIES JULY 2025 ORDER	3,852.00
6/2025 CLOUD STORAGE	64.59
6/2025 TEAM PHONES, PROOFPOINT	2,325.25
CATALYST SERVER MANAGEMENT ANNUAL SERVICE	3,600.00
LH TRANSCRIPTION SVC 7/18/25-7/18/26	97.19
ONE GRAND READ STICKERS	640.00
BOOKS	69.90
2025 JUNE IT, AND BOTH ML WINDSHIELD REPLACE	1,006.13
2025 JUNE IT, AND BOTH ML WINDSHIELD REPLACE	1,031.04
2025 JUNE IT, AND BOTH ML WINDSHIELD REPLACE	469.12
FIVE BELOW RECEIPT GIFT CARDS-26 X \$20	520.00
MICHIGAN ATLASES	110.90
DEPOSIT BLUEY MEET AND GREET AT SL 8-10-25	100.00
EMERGENCY LIGHTING FOR HOLDS AREA	60.71
6/2025 CASH BACK	(165.95)
	<hr/>
	25,954.13

GOV 202: Strategic Plan 2025-2030
August 20, 2025



Capital Area District Libraries

STRATEGIC PLAN 2025-2030

Adopted by the
Capital Area
District Libraries
Board of Trustees
August 20, 2025

Strategic Plan Consultants:
Midwest Collaborative for Library Services
Jan Davidson

*A public-facing version of the Strategic Plan will be available online at
the Library's website: cadl.org*

ACKNOWLEDGMENTS

A successful library is built on more than just books—it thrives through thoughtful planning, informed decisions, and a shared vision for the future. Strategic planning plays a vital role in guiding our work, ensuring that we align our services, resources, and goals with the evolving needs of our community. This process not only helps us set clear priorities but also strengthens our ability to adapt, innovate, and serve as a trusted resource for all.

The creation of this strategic plan required many hours of dedication and collaboration, and we are deeply grateful to everyone who contributed to bringing it to life.

We extend our heartfelt thanks to:

- **Library staff** for their invaluable contributions throughout the process, and for their ongoing commitment to making this plan a success.
- **Members of the Library Board of Trustees** for their active participation and steadfast support.
- **Members of the Strategic Planning Committee** for generously sharing their time and expertise, conducting interviews with community leaders, and engaging in planning discussions.
- **Community leaders** who participated in interviews, and **community members** who shared their aspirations for CADL through surveys and focus groups.

Finally, we offer our deepest appreciation to the **CADL community**. Your feedback, insights, and ongoing support have been instrumental in shaping this plan—and in guiding the future of our library.

Thank you,

Jenny Marr
CADL Executive Director

Library Board of Trustees

Brian Baer, Chairperson
Quinn O'Donnell, Vice-chairperson
Mark Stewart, Treasurer
Debora Bloomquist, Secretary
Sandy Drake, Meridian Township Appointee
Ashley Smith, County Appointee
Julie Vandenoorn, Lansing City Appointee

Strategic Planning Committee

Debora Bloomquist, Board	Jenny Marr, Staff
Heidi Butler, Staff	Victoria Meadows, Staff
Melissa Cole, Staff	Michael Moore, Staff
Janet Elliott, Staff	Thomas Moore, Staff
Heather Goupil, Staff	Quinn O'Donnell, Board
Jolee Hamlin, Staff	Thais Rousseau, Staff
Julie Laxton, Staff	Mark Stewart, Board

Operational Retreat Committee

Jeff Antaya, Staff	Jenny Marr, Staff
Heidi Butler, Staff	Miriam Mattison, Staff
Julie Chrisinske, Staff	Victoria Meadows, Staff
Melissa Cole, Staff	Sherri McConnell, Staff
Jennifer DeGroat, Staff	Michael Moore, Staff
Janet Elliott, Staff	Thomas Moore, Staff
Jolee Hamlin, Staff	Thais Rousseau, Staff
Sheryl Cormicle Knox, Staff	Amanda Vorce, Staff
Julie Laxton, Staff	Karon Walter, Staff

EXECUTIVE SUMMARY

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

Keeping in mind the context gained through data analysis and the community’s input, the Strategic Planning Committee recommended that the Library Board adopt four strategic service priorities for the period Fiscal Years 2026-2030. The priorities are:

Grow Community Relationships

We will continue to develop collaborations with other organizations and municipalities that leverage strengths and enhance available resources.

Improve Facilities

We will make improvements to existing library facilities and plan for welcoming new spaces to better meet our community’s needs.

Align Internal Operations

We will make organizational decisions that strive to find balance between aspirations and available resources to ensure CADL is impactful, responsive, and sustainable.

Strengthen User Experience

We will imagine and implement new strategies to increase access to all we have to offer and enrich engagement.

OVERVIEW OF THE PLANNING PROCESS

In early 2025, the Library Board engaged consultants from the Midwest Collaborative for Library Services (MCLS) to lead the creation of a new strategic plan grounded in community needs. Using The Harwood Institute for Public Innovation’s “Turning Outward” approach, the process focused on understanding community aspirations, aligning library services with those needs, and placing community priorities first.

A fourteen-member Strategic Planning Committee—comprising Board and staff representatives—began its work on March 3, 2025, by identifying a diverse list of community leaders to interview. Using The Harwood Institute’s “Ask” exercise, committee members conducted 47 interviews to learn about residents’ aspirations, challenges, and ideas for how the library could help. In late March, MCLS facilitated five Community Conversations at different CADL branches, gathering input from 55 participants. Findings from both efforts were compiled into a Community Engagement Report and “Community Narrative.”

In April, a public survey was launched online and in print, generating 677 responses (plus 66 late responses retained for reference). Later that month, Board members, management, and staff participated in focus groups to review community input and consider the role the library should play in meeting local aspirations.

On May 16, 2025, the Strategic Planning Committee, joined by additional Board and staff members, held a Planning Retreat. Through a SOAR analysis, they identified the library’s strengths (forming core values), aspirations (shaping the vision), and opportunities (guiding service priorities). On June 4, an Operational Committee retreat focused on translating those priorities into a tactical plan, answering key questions about community and patron benefits, potential activities, measures of success, and necessary organizational adjustments.

Over the summer, MCLS worked closely with the Executive Director, Assistant Director, and staff to refine goals, objectives, and activities for the five-year plan. After approval, the Management Team will develop an initial implementation framework, assigning responsibilities, target dates, and measures for tracking progress. The resulting plan is designed to be both strategic and adaptable, evolving with the community’s needs over time.

CAPITAL AREA DISTRICT LIBRARIES STRATEGIC PLAN

Mission Statement

CADL is dedicated to empowering our diverse communities to learn, imagine, and connect.

2025 Strategic Plan Vision

As an engaged and respected leader in our community, CADL builds strong relationships, nurtures growth, and provides innovative and accessible library services.

CADL's Core Values

Exceptional Collections

We skillfully develop and share a vast wealth of information, resources, and technology with people of varying needs and backgrounds and are committed to intellectual freedom for all.

Lifelong Learning

We are an essential source for individual development and ongoing education throughout people's lives, with particular expertise in early childhood literacy.

Compassionate Service

Our talented and highly dedicated staff engage patrons with joy, kindness, and respect, striving to provide a sense of safety and helpful, empathetic service.

Community-Centered Responsiveness

Through facilities and services spread across our wide, diverse geographic area, we cultivate relationships and strive to meet the evolving needs of our patrons.

Adaptability

We expect ongoing improvement and adjust services appropriately in an ever-changing world.

Widespread Accessibility

We work to remove barriers and increase access to information and services to meet people where they are.

Responsible Leadership

We hold ourselves accountable as good stewards of the resources entrusted to us and are recognized as a respected voice in the communities we serve. We believe in helping staff grow and develop throughout their career.

Focus Areas, Goals, and Objectives

Capital Area District Libraries' goals address the strategic priorities and aspirations identified by participants during the planning process. These goals serve as a roadmap for the next few years. Although these goals do not cover all of the Library's work, they are intended to set a strategic direction for the life of this plan. The objectives are performance measures that indicate "how much" and sometimes "by when." The goals will remain constant while objectives and potential opportunities may likely evolve during the living of the plan.

Focus Area 1: Grow Community Relationships

We will continue to develop collaborations with other organizations and municipalities that leverage strengths and enhance available resources.

Goal 1: Design an intentional, creative, and mutually beneficial partnership strategy.

Objectives:

- Our impactful partners say we have deepened the relationship between us
- CADL staff and municipal officials know each other by name
- Staff know and can articulate our strategy to grow impactful relationships
- Increase in the number of social media mentions of CADL by partner organizations
- Increase in the number of partnerships highlighted by CADL's social media

Goal 2: Actively pursue and embrace opportunities for leadership within our sphere of impact

Objectives:

- Find new opportunities for CADL to be at the table and have a voice
- Partner organizations say they recognize CADL as a leader in the community
- Community members say they think of CADL first when looking for difficult-to-find information

Goal 3: Champion a strong organizational network that leads to wider, unique services

Objectives:

- People will say that when they need to locate a resource, they find the information through CADL
- Staff report confidence in knowing where to refer people
- People say they live in a supportive community with a wide range of unique services available

Focus Area 2: Improve Facilities

We will make improvements to existing library facilities and plan for welcoming new spaces to better meet our community's needs.

Goal 1: Expand and update current spaces and develop library outreach access points to adequately meet needs and enhance services

Objectives:

- Survey respondents indicate satisfaction with CADL's facilities
- Increase in space available for programming and services as well as community use
- People say they can easily access CADL's materials
- Increased number of CADL touchpoints outside of branch buildings

Goal 2: Build understanding of CADL's organizational structure and services to enhance transparency in facilities-related decision making

Objectives:

- Increased touchpoints of education on CADL's organizational structure at the branches
- Increased cooperative efforts and initiatives with municipalities

Focus Area 3: Align Internal Operations

We will make organizational decisions that strive to find balance between aspirations and available resources to ensure CADL is impactful, responsive, and sustainable.

Goal 1: Strengthen and streamline communication to improve staff's wellbeing and effectiveness in customer service

Objectives:

- Staff report that they feel confident in their work and responsibilities
- Managers and staff report communication tools are being used more consistently and effectively
- A majority of survey respondents say our staff's customer service is Excellent or Above Average

Goal 2: Regularly evaluate our staffing structure to reinforce CADL's sustainability

Objectives:

- Staff report that CADL is a desired employer
- Staff of all levels utilize opportunities for professional development
- Staff report feeling part of a strong, collegial work team on a shared mission

Focus Area 4: Strengthen User Experience

We will imagine and implement new strategies to increase access to all we have to offer and enrich engagement.

Goal 1: Create a library user experience across our system that is consistently delightful and uplifting

Objectives:

- Increase in library use (both physical and digital)
- Number of “library joy” expressions shared with us increases each year
- Millage passed decisively
- Increase in the number of local artists engaged each year

Goal 2: Improve access to facilities, resources, and services and enhance wayfinding

Objectives:

- At least one new effort toward increasing access made each year
- Survey respondents say they have access to the materials and services they want from the library
- Survey respondents speak positively about their experience within library facilities

CAPITAL AREA DISTRICT LIBRARIES
SER 103 CODE OF CONDUCT
JUNE 21, 2023

Rules and Regulations

To ensure a safe and welcoming environment for all library patrons at all library locations, the CADL Board of Trustees has adopted the following Code of Conduct. By enforcing the rules and regulations listed below, CADL seeks to ensure all persons may enjoy equal and open access to all library facilities and resources.

1. Tobacco, tobacco products and/or other burnable products may not be used in the library or on library property. This includes no smoking, chewing, rolling or display of tobacco, other burnable products or electronic cigarettes. Library property includes parking lots and private sidewalks, but not public sidewalks alongside a roadway. If a library is located in a shared facility, the rules adopted by the owner of the shared facility apply.
2. Library patrons may not possess, consume or be under the influence of any intoxicant or any controlled substance (except as may be authorized by prescription).
3. All weapons are banned from Library premises to the fullest extent permitted by law.
4. Patrons may not disturb others in any manner. Examples of such behavior include behaving in a rowdy manner, staring at another person, following another person around the building, playing or using audio or other electronic equipment so that others can hear it, singing or talking loudly, using profane or abusive language, or behaving in any way that is intimidating, hostile, offensive, physical or verbally abusive, or adversely impacts a person's use of the library or the work of library staff.
5. Patrons may not display materials or make verbal comments or gestures that might reasonably be expected to offend or harass others.
6. Patrons must be respectful of library furnishings including library equipment and materials. Users may not deface, mark on, or mutilate any library furnishings, materials or equipment.
7. Users shall not remove or attempt to remove any library materials without first checking them out. Unauthorized removal of CADL property or failure to return CADL property constitutes larceny, and CADL has the right to report these matters to the appropriate authorities. Failure to return CADL property or to pay late fees and replacements costs may result in criminal charges.
8. Adequate clothing covering the upper and lower body is required in addition to shoes or other footwear for hygiene and safety purposes.
9. Patrons may not jeopardize the health and cleanliness of other patrons, library staff, library

materials and library facilities by having fleas, lice, bed bugs, urine or feces on themselves or their possessions.

10. Covered beverages may be consumed in designated areas. Food may only be possessed and consumed in connection with events sponsored by the library or if approved by the head librarian or designee.
11. Cell phone users need to turn ringers to “silent” when they enter the library. Patrons may use cell phones in the library as long as they do not disturb others. Patrons may be asked to move to the lobby or stairwell (if available) if their conversations are disruptive to others.
12. People may not sleep in the library.
13. Unreasonable use of restrooms is not allowed, including, but not limited to, smoking, bathing, shaving, laundering clothes, soliciting, clogging plumbing, or looking into an area designed to provide privacy to a person using the area.
14. People may not wear or emit strong, pervasive odors that unreasonably interfere with library users and staff comfort, safety or use of the library.
15. People may not use roller blades, roller skates, skateboards, scooters, or any similar wheeled devices on library property. Bikes and scooters must be parked at racks or designated areas so as they do not obstruct entrances and exits.
16. People may not solicit or panhandle on library property.
17. People may not circulate petitions, distribute literature or leaflets, or make appeals to the public (“speech activities”) inside the library building or in any library parking lot without first obtaining permission from the Executive Director or Head Librarian. The appropriate library staff may designate an area or areas where such activity is permissible subject to reasonable time, place and manner restrictions, in accordance with applicable law. Speech activities are permitted on the sidewalks outside the library subject to the restrictions in this paragraph. No speech activities may be made or done in such a way that it (1) blocks the entrance/access to the library, its grounds, parking lot, or book drop, (2) compromises patron safety, (3) damages library grounds, or (4) otherwise interferes with a library patron’s access to or use of the library and its materials in a quiet and respectful atmosphere. No tables, chairs, stands, display racks, shelters, awnings, or other structures may be set up inside the library or on library grounds without first obtaining permission from the Executive Director or Head Librarian.
18. To respect the privacy rights of those in the library, including the confidentiality of their browsing and selection of reading materials, no member of the public is permitted to photograph or otherwise in any manner record or document the activities of another person in the library or on library premises without their permission. Permission to photograph or record any person under 18 years of age must be obtained from a

parent/guardian on behalf of any minor child. Library staff reserve the right to stop anyone from taking photographs or recordings if it compromises a patron's right to privacy; results in disruption of normal library operation; is harassing, intimidating, or threatening; or if the activity blocks walkways, doors, or stairways. Members of the public who take photographs or recordings are solely liable for any injuries or damages that result from their activities. They are responsible for obtaining necessary consent.

19. Only animals needed for library programs and service animals are allowed in the library.
20. Patrons may not enter an area that is designated "Staff Only". Except for library programs, patrons may not remain in the Library after closing time or after a request to leave, including emergencies and evacuation drills.
21. Patrons must follow library procedures when instructed to do so by library staff.
22. Patrons must provide identification when requested by library staff.
23. Patrons may not violate any local ordinance, state or federal law.

Penalties

Any person who violates these rules and regulations may be denied access to the library and to library services by the Branch Head or designee upon notice for a period commensurate with the infraction. Library employees will contact the police when necessary.

Appeal

Any person denied access to the Library or its services may appeal the denial to the Executive Director. If the appeal is not resolved by the Executive Director, it may be submitted in writing to the Library Board. The Library Board will provide the person with an opportunity to be heard before deciding the appeal.



Rules of Conduct

SER 103 CODE OF CONDUCT*

The Capital Area District Libraries' Code of Conduct exists to ensure that library facilities remain safe, clean, and accessible, and that all patrons are able to use library resources without unreasonable interference. These rules are intended to regulate behavior that disrupts library operations, threatens the safety or property of the library or others, or otherwise prevents equitable access to library services. Patrons who violate these rules may be asked to stop the behavior, leave for the day, or be subject to longer-term restrictions as outlined in SER 103D.

BE SAFE

Library users are **NOT** permitted to:

- Engage in illegal activity including violations of local fire codes
- Carry weapons on library property (unless otherwise allowed by law)
- Use, handle, and/or sell substances such as alcohol, tobacco, marijuana, or burnable products. This includes electronic cigarettes and vape pens.
- Be noticeably intoxicated or in possession of controlled substances
- Disturb others' use of the library by running, jumping, throw items, etc.
- Use bikes, scooters, skateboards, roller skates, etc. inside the library
- Block entrances, exits, aisles, or access to library resources
- Be in the library without shoes, shirt, or pants/skirt/shorts
- Ignore library procedures or reasonable staff instructions

RESPECT OTHERS

Library users are **NOT** permitted to:

- Disturb others in any manner
- Display materials or make verbal comments or gestures that might reasonably be expected to intimidate or harass others or which threaten someone or incite imminent lawless action
- Persistently follow, watch, or otherwise engage another person after being asked to stop
- Assault or physically fight anyone
- Use obscene, profane, or abusive language or gestures
- Engage in public nudity, except for persons breastfeeding
- Engage in sexual acts
- Solicit or beg from staff or other patrons
- Impede staff from performing their duties
- Manage their body in a way which may put themselves or other people at risk of harm or infectious disease
- Expose others to pests (such as fleas, lice or bed bugs) or to blood, feces, or other biohazards

- Use audible devices which disturb other patrons including cellphone ringers, message alerts, or any sound from electronic devices (use headphones or mute the device)
- Make loud noises or scream/yell
- Sleep
- Engage in behavior which is otherwise reasonably expected to disturb others
- Take or remove the property of CADL or others without permission

RESPECT THE SPACE

Library users are **NOT** permitted to:

- Move library furniture or equipment without staff permission or deface, mark on, mutilate, or otherwise defile it in other manner
- Deface, mark on, or otherwise mutilate any library materials or property
- Remove or attempt to remove any library materials without first checking them out
- Bring animals into the building (other than service animals as defined by state or federal ADA and all service animals must always be under control)
- Eat food outside of designated spaces or times
- Use bathrooms for unintended purposes such as bathing and laundering
- Litter trash outside of receptacles
- Have drinks in undesignated areas (drinks must be covered at all times)
- Put feet up on tables and chairs
- View obscene content on a computer or handheld device
- Enter 'Staff Only' designated areas
- Use computers in any manner not allowed under CADL's Computer Use Policy (SER 105A)

MANAGE YOUR PERSONAL PROPERTY

Library users are **NOT** permitted to:

- Bring bicycles, scooters, or large carts inside
- Leave personal property unattended
- Place personal property where it blocks entrances, aisles, or access to library spaces or materials.

CHILD SUPERVISION

The responsibility for the safety and behavior of children in the library rests with the parent/caregiver. Library staff cannot be responsible for children who are unattended or demonstrate inappropriate behavior (Please see SER 103A Unattended Children Policy).

SPEECH ACTIVITIES

People may not circulate petitions, distribute literature or leaflets, or make appeals to the public (“speech activities”) inside the library building or in any library parking lot without first obtaining permission from the Executive Director or Head Librarian to ensure availability, access, and safety. Library staff may designate an area or areas where such activity is permissible subject to reasonable time, place and manner restrictions, in accordance with applicable law. Speech activities are permitted on the sidewalks outside the library subject to the restrictions in this paragraph. No speech activities may be made or done in such a way that it (1) blocks the entrance/access to the library, its grounds, parking lot, or book drop, (2) compromises patron safety, (3) damages library grounds, or (4) otherwise interferes with a library patron’s access to or use of the library and its materials in a quiet and respectful atmosphere. No tables, chairs, stands, display racks, shelters, awnings, or other structures may be set up inside the library or on library grounds without first obtaining permission from the Executive Director or Head Librarian. The library will administer all rules in a manner that is content-neutral and without regard to the viewpoint expressed.

PRIVACY

To respect the privacy rights of those in the library, including the confidentiality of their browsing and selection of reading materials, while photography in public areas of the library is generally allowed, no member of the public is permitted to photograph or otherwise in any manner record or document the activities of another patron in the library without their permission including photographing computer screens, personal documents, and materials selected. Permission to photograph or record any person under 18 years of age must be obtained from a parent/guardian on behalf of any minor child. Members of the public who take photographs or recordings are solely responsible for obtaining the necessary consent and are solely liable for any injuries or damages that result from their activities.

ADA ACCOMMODATIONS

The library will make reasonable accommodations and modifications to these rules when necessary to avoid discrimination on the basis of disability or other protected status, consistent with its obligation to provide a safe and welcoming environment for all patrons.

IMPROPER OR ILLEGAL BEHAVIOR IN THE LIBRARY AND ON LIBRARY GROUNDS IS STRICTLY PROHIBITED. IF YOU NOTICE ANY PROBLEMS, PLEASE GO TO STAFF FOR ASSISTANCE. IF YOU ENGAGE IN PROHIBITED BEHAVIOR, YOU WILL BE ASKED TO LEAVE. POLICE MAY BE CALLED. YOU MAY BE PROSECUTED. (SER 103D Code of Conduct Penalties)

*Approved by the Capital Area District Libraries Board of Trustees on AUGUST 20, 2025.

08/12/2025

BALANCE SHEET REPORT FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As Of 07/31/2025

	YTD Balance	YTD Balance
GL Number	07/31/2024	07/31/2025
Fund: 101 GENERAL FUND		
*** Assets ***		
Account Type: Cash		
CASH	14,658,324.39	16,335,234.12
IMPREST CASH	2,312.00	1,012.00
INVESTMENTS	4,471,569.85	4,657,526.40
Cash	19,132,206.24	20,993,772.52
Account Type: Other Assets		
ACCOUNTS RECEIVABLE	0.00	3,912.95
INTEREST RECEIVABLE	117,079.16	131,985.11
PREPAID EXPENSE	216,697.44	519,436.43
TAXES RECEIVABLE	0.00	78,598.09
Other Assets	333,776.60	733,932.58
Total Assets	19,465,982.84	21,727,705.10
*** Liabilities ***		
Account Type: Accounts Payable		
ACCOUNTS PAYABLE	288,010.50	434,584.62
ACCRUED SALARIES PAYABLE	5,739.06	(1,308.10)
Accounts Payable	293,749.56	433,276.52
Account Type: Liabilities-ST		
DEFERRED REVENUE	0.00	78,598.09
Liabilities-ST	0.00	78,598.09
Total Liabilities	293,749.56	511,874.61
*** Fund Equity ***		
Account Type: Unassigned		
FUND BALANCE AUTOMATION	1,000,000.00	1,000,000.00
FUND BALANCE CAPITAL PROJECTS	2,299,999.66	3,249,999.66
FUND BALANCE CONTINGENCY	5,342,849.10	5,342,849.10
FUND BALANCE DONATIONS RESTRICTED	555,255.95	528,491.29
FUND BALANCE DONATIONS UNRESTRICTED	512,955.93	460,478.21
FUND BALANCE OPERATIONS	715,550.00	965,550.00
FUND BALANCE PENSION RESERVE	1,560,000.00	1,560,000.00
FUND BALANCE UNDESIGNATED	814,140.31	910,784.56
Unassigned	12,800,750.95	14,018,152.82
Total Fund Equity	12,800,750.95	14,018,152.82
Total Fund 101 GENERAL FUND:		
TOTAL ASSETS	19,465,982.84	21,727,705.10
BEG. FUND BALANCE	12,800,750.95	14,018,152.82
+ NET OF REVENUES & EXPENDITURES	0.00	0.00
= ENDING FUND BALANCE	12,800,750.95	14,018,152.82
+ LIABILITIES	293,749.56	511,874.61
= TOTAL LIABILITIES AND FUND BALANCE	13,094,500.51	14,530,027.43
OUT OF BALANCE	6,371,482.33	7,197,677.67

BOARD FS FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As of 07/31/2025

*NOTE: Pct Budget does not reflect amounts encumbered.

GL Number	Description	Activity For 07/31/2025	YTD Balance 07/31/2025	2025 Amended Budget	% Bdgt Used
Fund: 101 GENERAL FUND					
Account Category: Revenues					
MILLAGE INCOME					
402	Property Tax Revenue	(4,564.63)	13,965,155.51	14,006,000.00	99.71
404	Renaissance Zone Reimbursement			40,000.00	0.00
437	Industrial Facilities Tax		40,246.40	38,000.00	105.91
	MILLAGE INCOME	(4,564.63)	14,005,401.91	14,084,000.00	99.44
PENAL FINES					
658	Penal Fines Ingham County	231,331.88	231,331.88	120,000.00	192.78
659	Penal Fines Eaton County	8,103.11	8,103.11	7,500.00	108.04
	PENAL FINES	239,434.99	239,434.99	127,500.00	187.79
STATE AID					
410	PPT Reimbursement		135,150.92	135,150.00	100.00
553	State Aid Direct	67,241.38	132,789.20	125,000.00	106.23
554	State Aid Indirect	67,241.38	132,789.20	125,000.00	106.23
	STATE AID	134,482.76	400,729.32	385,150.00	104.05
LIBRARY FEES					
630	Printing Revenue	4,963.97	32,623.77	42,000.00	77.68
631	Non Resident Fees	3,775.00	17,300.00	26,000.00	66.54
	LIBRARY FEES	8,738.97	49,923.77	68,000.00	73.42
DONATIONS					
674	Donation Income-Friends/Restricted	16,332.54	34,669.77	18,500.00	187.40
677	Donation Income-Unrestricted	75.98	24,505.05	24,400.00	100.43
	DONATIONS	16,408.52	59,174.82	42,900.00	137.94
GRANTS					
540	Grants		7,500.00	7,500.00	100.00
543	Grants-MMLC			15,000.00	0.00
550	Grants-LSTA		19,921.60	19,845.00	100.39
	GRANTS	0.00	27,421.60	42,345.00	64.76
OTHER INCOME					
542	MMLC Reimbursement			125,000.00	0.00
628	Universal Service Fund Income			8,000.00	0.00
632	Lost and Paid Books	4,031.62	21,899.07	30,000.00	73.00
665	Interest Income	57,906.78	420,440.54	380,000.00	110.64
673	Sale of Fixed Assets		1,540.18	5,000.00	30.80
675	Misc Income	804.79	6,376.76	9,000.00	70.85
680	Sponsorship Revenue		3,000.00	3,000.00	100.00
682	Insurance Claim Income	1,756.29	1,756.29	1,000.00	175.63
	OTHER INCOME	64,499.48	455,012.84	561,000.00	81.11
DUE FROM FUND BALANCES					
966	Due from Pension Reserve			360,000.00	0.00
	DUE FROM FUND BALANCES	0.00	0.00	360,000.00	0.00
	Revenues	459,000.09	15,237,099.25	15,670,895.00	97.23
Account Category: Expenditures					
SALARIES AND BENEFITS					
702	Salaries	539,488.69	3,692,014.08	7,350,000.00	50.23
714	Unemployment Insurance	(107.36)	(107.36)	1,000.00	10.74
715	FICA EMPLOYER SHARE	40,600.85	277,914.78	562,280.00	49.43
716	HEALTH INSURANCE	49,293.34	393,286.56	850,000.00	46.27
717	Life & Disability Insurance	404.26	2,806.83	6,000.00	46.78
718	Retirement	66,854.74	480,372.39	960,000.00	50.04
719	Prescription Expense	17,055.78	114,714.27	300,000.00	38.24
720	DENTAL INSURANCE	2,605.55	27,766.44	48,000.00	57.85
721	VISION INSURANCE		6,275.43	12,000.00	52.30
722	Workers Comp Insurance		38,757.50	38,800.00	99.89
724	Parking Main Library	4,520.00	36,178.85	54,500.00	66.38
	SALARIES AND BENEFITS	720,715.85	5,069,979.77	10,182,580.00	49.79
MATERIALS					
727	Books	85,206.34	574,931.13	1,061,780.00	54.15
728	Periodicals	2,237.18	34,884.82	34,560.00	100.94
729	DVD	15,746.81	112,160.68	222,700.00	50.36
730	Library of Things	5,511.18	28,396.12	52,500.00	54.09
731	Audiobooks	61,093.19	364,055.35	638,250.00	57.04
732	Music	3,084.50	18,096.85	41,440.00	43.67

BOARD FS FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As of 07/31/2025

*NOTE: Pct Budget does not reflect amounts encumbered.

GL Number	Description	Activity For 07/31/2025	YTD Balance 07/31/2025	2025 Amended Budget	% Bdg't Used
Fund: 101 GENERAL FUND					
Account Category: Expenditures					
MATERIALS					
733	Databases		94,625.40	100,530.00	94.13
734	Subscription Services		74,306.60	105,010.00	70.76
735	Processing Supplies	2,250.09	14,678.84	31,100.00	47.20
736	Processing Fees	6,180.05	38,447.28	68,000.00	56.54
	MATERIALS	181,309.34	1,354,583.07	2,355,870.00	57.50
SUPPLIES					
740	Office Supplies	5,942.79	41,979.16	85,000.00	49.39
741	Postage Expense	47.50	2,526.21	5,000.00	50.52
776	Janitorial Supplies	1,560.10	9,342.15	17,700.00	52.78
862	Gas-Delivery Vehicles	1,660.39	11,438.40	23,000.00	49.73
	SUPPLIES	9,210.78	65,285.92	130,700.00	49.95
PROFESSIONAL SERVICES					
820	Membership Fees	716.34	19,495.92	25,780.00	75.62
822	CONTRACTUAL SERVICES		33,693.73	35,000.00	96.27
823	Bank Fees & Services	1,295.99	9,542.96	16,000.00	59.64
824	Cooperative Membership Fee	67,241.38	132,789.20	125,000.00	106.23
825	Collection Agency Fees	378.05	2,407.65	6,500.00	37.04
826	Payroll & Print Service	3,437.51	26,896.26	46,000.00	58.47
827	Web Chat Service	895.00	6,265.00	11,000.00	56.95
828	Melcat Delivery Charges		48,424.17	51,000.00	94.95
829	Tutoring Services		2,250.00	3,000.00	75.00
831	Marketing	6,205.32	71,268.75	152,000.00	46.89
832	Programs	8,902.23	41,582.27	114,820.00	36.22
	PROFESSIONAL SERVICES	89,071.82	394,615.91	586,100.00	67.33
GOVERNANCE					
805	Legal Services	6,062.50	14,074.00	40,000.00	35.19
806	Per Diem		1,920.00	10,000.00	19.20
807	Memberships - Board		77.34	1,250.00	6.19
808	Conferences - Board			10,000.00	0.00
809	Audit		21,100.00	22,000.00	95.91
	GOVERNANCE	6,062.50	37,171.34	83,250.00	44.65
STAFF DEVELOPMENT					
810	Staff Training	563.20	6,659.51	39,250.00	16.97
811	Recruiting Expense			500.00	0.00
812	Hospitality		168.66	5,000.00	3.37
813	Employee Recognition	724.50	724.50	5,000.00	14.49
	STAFF DEVELOPMENT	1,287.70	7,552.67	49,750.00	15.18
MAINTENANCE AND UTILITIES					
801	Custodial Services	15,694.09	127,729.99	237,970.00	53.67
802	SECURITY SERVICES	14,730.83	91,912.71	157,220.00	58.46
850	Telephone	1,717.74	12,021.63	22,260.00	54.01
864	Vehicle Maintenance - Delivery	30.44	5,006.82	10,000.00	50.07
922	Steam and Gas	2,596.03	72,820.10	110,300.00	66.02
923	Electricity	19,489.61	101,400.23	208,600.00	48.61
924	Water and Sewer	1,535.38	11,604.81	27,700.00	41.89
925	Trash	648.30	4,970.41	10,570.00	47.02
930	Building Maintenance	6,874.53	62,145.93	108,700.00	57.17
	MAINTENANCE AND UTILITIES	63,316.95	489,612.63	893,320.00	54.81
OTHER EXPENSE					
861	Local Travel	307.09	7,809.97	15,000.00	52.07
955	Millage Income Refund		1,886.81	60,000.00	3.14
956	Property & Liability Insurance	22,289.00	63,260.52	68,000.00	93.03
957	Miscellaneous Expense	150.00	1,455.00	6,000.00	24.25
958	Sales/Use Tax		164.82	1,000.00	16.48
960	Donation Expense Restricted	7,474.02	34,866.85	30,570.00	114.06
961	Donation Expense Unrestricted	51.65	14,112.11	15,000.00	94.08
	OTHER EXPENSE	30,271.76	123,556.08	195,570.00	63.18
TECHNOLOGY EXPENSES					
878	Firewall Upgrade Project	5,154.85	17,137.56	79,850.00	21.46
895	Internet Access	2,147.40	6,442.20	9,000.00	71.58
896	Internet Access - Hotspots		38,585.50	91,770.00	42.05
898	Computer System Services	5,585.06	20,306.86	34,350.00	59.12
905	Computer Software	2,725.99	59,464.96	75,000.00	79.29

BOARD FS FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As of 07/31/2025

*NOTE: Pct Budget does not reflect amounts encumbered.

GL Number	Description	Activity For 07/31/2025	YTD Balance 07/31/2025	2025 Amended Budget	% Bdgt Used
Fund: 101 GENERAL FUND					
Account Category: Expenditures					
TECHNOLOGY EXPENSES					
906	Computer Hardware	178.89	29,502.26	51,500.00	57.29
907	III Software & Hardware Maintenance		161,859.84	168,040.00	96.32
911	Mobile Training Lab			51,000.00	0.00
	TECHNOLOGY EXPENSES	15,792.19	333,299.18	560,510.00	59.46
CAPITAL OUTLAY					
873	Building Upgrades			25,000.00	0.00
889	Okemos Renovation Project	107.98	107.98	10,000.00	1.08
914	HOLT REMODEL			100,000.00	0.00
915	STOCKBRIDGE REMODEL	11,856.00	98,137.92	125,000.00	78.51
967	Outreach Projects	3,006.00	30,794.43	70,000.00	43.99
980	Staff Furn & Equipment	1,073.04	7,379.68	46,550.00	15.85
982	BUILDINGS			175,000.00	0.00
987	GRANT EXPENSES		27,345.00	27,345.00	100.00
	CAPITAL OUTLAY	16,043.02	163,765.01	578,895.00	28.29
DEBT SERVICES					
929	SBITA/LEASE PRINCIPAL PAYMENTS			141,850.00	0.00
	DEBT SERVICES	0.00	0.00	141,850.00	0.00
	Expenditures	1,133,081.91	8,039,421.58	15,758,395.00	51.02
Fund 101 - GENERAL FUND:					
TOTAL REVENUES		459,000.09	15,237,099.25	15,670,895.00	97.23
TOTAL EXPENDITURES		1,133,081.91	8,039,421.58	15,758,395.00	51.02
NET OF REVENUES & EXPENDITURES:		(674,081.82)	7,197,677.67	(87,500.00)	

**Downtown & South Lansing LaGarda Security
1-Year Contract Extension Recommendation
August 20, 2025**

BACKGROUND:

In January 2022, a Request for Proposal was publicly posted on BidNet and CADL.org in response to the current security vendor, DK Security, requesting a new contract with a \$5.00 per hour billing rate increase. As a result of the RFP, LaGarda Security was recommended and approved by the CADL Board in February, and they began providing security services that March.

The CADL Board approved LaGarda Security for a 3-year contract in July of 2022, beginning January 1, 2023, and ending December 31, 2025, with the option that in July 2025, we will meet with the LaGarda Security leadership to determine whether to extend the contract further, evaluate our security needs, or revisit the RFP process.

VENDOR RECOMMENDATION:

Approve the Executive Director to sign a 1-year contract beginning January 1, 2026, with LaGarda Security to fulfill the required security guard services at the Downtown and South Lansing libraries.

The estimated 1-year contract extension is as follows:

	Annual Budget Estimate	Bill Rate	Guard Pay
2022	\$164,824	\$22.39	\$15.00
2023	\$170,345	\$23.14	\$15.50
2024	\$175,793	\$23.88	\$16.00
2025	\$181,314	\$24.63	\$16.50
2026	\$186.835	\$25.38	\$17.00

In July 2026, we will meet with the LaGarda Security leadership to determine whether to extend the contract further, evaluate our security needs, or revisit the RFP process.

VENDOR BACKGROUND (from February 16, 2022, Board Recommendation):

LaGarda Security prides itself in being a family-owned, woman-owned business with its corporate office in Burton, Michigan. They have been servicing clients for over 30 years and are the largest and oldest Michigan-based security company in the State.

LaGarda Security also prides itself on staffing and retention with excellent benefits and rigorous training programs, so employees are capable and able to handle a wide array of situations. In addition, they provide adequate supervision by trained management professionals. This helps them ensure top-quality employees who take pride in their jobs and care for any situation they face.

LaGarda Security provides security services to multiple sites in Lansing, including all McLaren properties, some credit unions, and some residential properties. They have floater officers who work part-time to fill in as needed and are cross-trained to perform at any site. Additionally, they have operational personnel in Lansing that would step in when needed and work very closely with their 24-hour command center to ensure all posts are covered and guards have support.

**AMENDMENT TO
MASTER SERVICES AGREEMENT**

This **AMENDMENT TO MASTER SERVICES AGREEMENT** ("Amendment") is entered into effective as of January 1st, 2026, ("Amendment Effective Date") between **Capital Area District Libraries**, a Michigan non-profit corporation with an address of 401 S. Capitol Avenue Lansing, MI 48933 ("Client" or "CADL"), and **JHOHMAN, LLC d/b/a Lagarda Security**, a Michigan Limited Liability Company having offices at 2123 S. Center Road, Burton, MI 48519 ("Vendor" or "Lagarda Security").

BACKGROUND

WHEREAS, the Parties previously entered into a Master Services Agreement effective February 28, 2022 (the "Agreement") for the provision of security services; and

WHEREAS the Parties desire to amend the terms and conditions of the Agreement to extend the Master Services Agreement and establish bill rate and pay rate increases

NOW THEREFORE, in consideration of the mutual promises set forth below, and for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereto intending to be legally bound agree as follows:

1. The section pertaining to contract term will be amended to January 1, 2026 – December 31, 2026
2. The section pertaining to hourly bill rate charged to CADL and hourly pay rate for CADL security personnel stated as:
***Hourly rate billed to CADL for security officers will be increased from \$24.63 to \$25.38.
Hourly pay rate for security officers will be increased by \$.50***
3. All other provisions of the Agreement that are not specifically modified in this Amendment shall remain in full force and effect, and this Amendment is hereby incorporated into the Agreement by this reference. All capitalized terms not otherwise defined herein having the meanings stated in the Agreement. In the event of any inconsistency between the Agreement and this Amendment, the terms of this Amendment will prevail.

IN WITNESS WHEREOF, the undersigned authorized representatives of the Parties have executed this Amendment, effective as of the Amendment Effective Date.

Capital Area District Libraries:

JHOHMAN, LLC d/b/a LAGARDA SECURITY

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Dated: _____

Date: _____

MODIFIED FIREWALL & MSSP RECOMMENDATION

AUGUST 20, 2025

Recommendation: Purchase 2 Checkpoint 3970 gateways and enhanced managed security services from CyberForce|Q (CFQ) for a 3-year term not to exceed \$204,292.50

Background: CADL has been selected to participate in the E-rate Cybersecurity Pilot Program (CPP). All procurements made as part of the CPP must be made through new competitive bidding. Thus, we recently conducted an RFP process to purchase a refreshed, next generation enterprise firewall system and managed security services equivalent to or better than our current solution. Our current firewall and security services agreement consists of a physical, CADL-owned, firewall that scans and allows/blocks all incoming & outgoing Internet and internal traffic based on a security ruleset. This is complemented by CFQ's managed security services, wherein suspicious Internet traffic alerts, phishing reports, and firewall software maintenance updates are analyzed and mitigated by CFQ's Security Operations Center (SOC) in collaboration with the CADL systems administrator.

Analysis: The table below summarizes the responding vendors' proposed costs for a 3-year term.

Vendor and Product	Firewall & License/ Support Cost	Integration Fee	Managed Security Svcs Cost per year	3-Year CPP Eligible Cost
Acrisure Meraki MX105	\$36,600.00	\$5,400.00	N/A**	\$42,000.00**
CFQ Checkpoint 3970 + Managed Svcs	\$61,897.50	\$3,000.00	\$46,465.00	\$204,292.50
Concourse Checkpoint 3970 + Managed Svcs	\$55,043.16	\$19,523.37	\$57,506.26	\$247,085.31
Lumen Fortinet 100F + Managed Svcs	\$13,975.00	\$15,600.00	\$73,944.00	\$251,407.00

**Acrisure did not include managed services in their proposal. This renders their response incomplete.

CFQ has offered the most cost-efficient combined package of firewall hardware and managed security services. We have been customers of CFQ for several years and are satisfied with their service. They manage a collaborative security operations center that combines the resources of its members for greater impact for all its clients and focuses on the specific needs and improvement objectives of its members. This contrasts with the services from large corporate providers like Checkpoint and Lumen where we would be very small fish in a very large, expensive pond. CFQ's proposed services also include the ability to incorporate logs and alerts from multiple sources (not just the firewall) into one monitoring system, resulting in a much more robust picture of potential threats.

The CPP program provides a 90% subsidy of eligible costs, so of the estimated \$204,292.50 total 3-year cost of CFQ's proposal, we would expect to be reimbursed approximately \$183,863.25. This enhancement of our capability to protect our network and systems is exactly the purpose of the Cybersecurity Pilot Program.

What Has Changed?

Compared to the previous recommendation, this one

- Includes a ‘high availability’ configuration of firewall hardware (two devices instead of one)
- Includes an optional component from CFQ’s proposal to create, host, and manage a security information and event management (SIEM) system.

Why Did We Add These?

- Two other RFPs that we issued for cybersecurity products and services did not yield actionable bids. That allowed us to consider allocating more of our CPP budget to the firewall and MSSP activities. Even with this increased spend, we will use only half of our CPP budget.
- In our RFP, we asked for a high availability configuration, but evaluated the bids conservatively, not knowing how all of the other bids would come in. We do prefer the more robust configuration for this key piece of infrastructure. It is currently a single point of failure.
- The SIEM component will help us achieve an objective we had in one of the ‘failed’ RFPs, i.e. provide a system that will help us monitor ‘signals’ of threats from other aspects of our environment beyond our firewall.

Is this ‘higher end’ spending on managed security services sustainable?

- Maybe not. But we will explore its value by leveraging the pilot funding and make decisions about continuing it beyond the pilot.
- We will not commence procurement of the SIEM component until we receive approval of our application for those particular expenses.

Resolution for Purchase August 20, 2025

RECOMMENDATION:

A motion to approve the Resolution for Purchase.

BACKGROUND:

At the July 31, 2025 special meeting, the CADL Board of Trustees voted to approve the recommendation by the Building Committee to purchase a property for the local history collection, with authorized purchase price and terms. CADL has entered into a purchase agreement and is providing the needed documents for closing to the title company. The title company has stated that they need the purchase authorization formatted into a resolution - that the minutes of the meeting are not sufficient. The Board of Trustees therefore needs to approve the attached CADL Resolution for Purchase to then be signed and sent to the title company.

CADL RESOLUTION FOR PURCHASE



401 S. Capitol Avenue
Lansing, MI 48933
517.367.6300
FAX 517.374.1068
www.cadl.org

WHEREAS, a special meeting of the Capital Area District Libraries (CADL) was held on July 31, 2025, and

WHEREAS, a motion was made and approved by majority roll call vote to authorize the purchase of the property for \$1,600,000 plus 3% (\$48,000) and other fees. Board Chair Brian Baer and Board Secretary Debora Bloomquist were authorized to execute any and all documents necessary for the purchase of the above property on behalf of the Capital Area District Libraries.

THEREFORE, be it resolved that the CADL Board of Trustees consents to purchase the property located at 2175 University Park Dr., Okemos, MI, 48864 as authorized with the terms set forth at the July 31, 2025 special meeting.

ROLL CALL

Brian Baer –
Debora Bloomquist –
Sandy Drake –
Quinn O'Donnell –
Ashley Smith –
Mark Stewart –
Julie Vandenboom –

Adopted this August 20, 2025 by the CADL Board of Trustees

By _____

Debora Bloomquist, Secretary, CADL Board of Trustees

Date: _____

**CAPITAL AREA DISTRICT LIBRARIES
SER 101 MATERIALS SELECTION POLICY
OCTOBER 19, 2022**

I. Selection of Library Materials

I.1 Mission Statement

Empowering our diverse communities to learn, imagine and connect.

CADL achieves its mission by providing free and unrestricted access to informational, educational, cultural, and recreational library materials and services.

I.2 Purpose

CADL subscribes to the selection principles for books and other library resources contained in the Library Bill of Rights adopted by the American Library Association, and the Freedom to Read Statement endorsed by the American Library Association Council and the American Book Publisher's Council.

Written collection development guidelines enhance our service to patrons by:

- providing specific guidance for selection of library materials
- assigning the responsibility for selection
- determining levels of access for library materials
- providing criteria for accepting gift titles
- defining the basis for collection maintenance decisions

To implement these goals, CADL recognizes that American democracy functions only if the full range of human ideas is accessible to all people regardless of age, ethnic background, religious, or personal beliefs. Capital Area District Libraries will aim to provide a general collection of materials embracing a wide range of knowledge and recreation. The collection will include books, media, technology, and other items to aid in meeting the needs of its communities.

Thus the library collection, protected by the First Amendment and embodied in the Library Bill of Rights, is a marketplace of ideas which are contained in varied and divergent materials and formats.

I.3 Objectives Of Selection

The objectives of selection are to meet the educational, recreational and cultural needs of the library's service areas. All materials added to the collection shall be judged on the content as a whole, not by detached excerpts or portions thereof.

Demand and use are key factors in the development of the general collection, with due regard for variations in educational level, reading interest, and users' special needs. Every effort is made to represent all sides of controversial issues.

Materials will be selected on the basis of anticipated or expressed popular demand, educational or literary merit, and/or cultural value.

Within the framework of these broad objectives, selection is based more specifically on the particular needs and interests of the children and adults in the individual communities the library serves. In order to determine these interests, periodically the staff will analyze circulation and usage information which may include patron needs assessment, focus groups, and community demographics.

I.4 Responsibility For Selection

Material selection is accomplished under the policies adopted by the Board. The authority for selection of all print and non-print materials lies with the Executive Director who may delegate the responsibility to staff members who are qualified by education, training, or experience.

I.5 Selection Criteria

Selection is an interpretive process, involving knowledge of the materials in the collection, an awareness of current materials available on the subject, use of reviews, and recognition of the needs of the community. Materials will be selected by applying the selection criteria herein. The Library recognizes the importance of both basic items of permanent value and timely materials in which the public expresses interest. In providing the latter, CADL may purchase materials in quantity for mass use.

It is not possible for any library to acquire all the materials that the public would need or want. No single criterion is applicable to all selection decisions. Factors to be considered in adding adult and children's materials to CADL's library collection include the following:

- Present and planned collection composition
- Present and anticipated relevance to community needs and/or demand
- Collection development objectives
- Scarcity of material on the subject, both in the collection and in publication generally
- Reputation and significance of the author, title, subject, or publisher.
- Materials by popular authors or creators
- Currency and accuracy
- Timeliness or permanence of the material
- Intended audience
- Literary significance and merit of subject, author, or title
- Diversity of viewpoint
- Quality and reliability of the information
- Skill, competence, and purpose of the author
- Effectiveness of the format in conveying information
- Space and budget considerations
- Availability of special materials in other library collections in the area
- Attention from professional journals or other reliable reviewing sources
- The anticipated long-term use for an item

- The number of similar items already in the collection
- Physical quality
- Cost of material

All requests from patrons for specific titles or subjects will be considered. Materials which are requested infrequently may be supplied through other means such as MeLCat.

Titles published by a small press or self-published by the author are subject to the same selection criteria used for evaluating all items for the library's collection.

Selection of digital content can vary among the vendors who supply digital content to the library. In instances when individual title selection is not available, selection of the service will be based upon the reputation and overall content offerings of the vendor.

No materials shall be excluded because of the origin, background, race, nationality, religion, or the political or social views of the author or anyone contributing to the creation of the material.

Due to the unique nature and limited size and scope of the Library of Things collection, application of selection criteria may vary from other parts of the collection. Factors such as cost, circumstances of use and technical criteria may take precedence.

I.6 Policy On Controversial Materials

The Library recognizes that many materials are controversial and that any given item may offend some patrons. Since the Library does not promote particular beliefs or views, the collection inevitably will contain various positions, including unpopular or unorthodox positions. The presence of an item in the library does not indicate any endorsement of its content by the Library. Selection of materials will not be made on the basis of anticipated approval or disapproval, but on principles stated in this policy. Selections will be made solely on the merits of the work in relation to the building of the collections and serving the interests of readers in the Library's service area and not on the basis of any anticipated or actual approval or disapproval by individuals or groups.

The Library distinguishes between materials that are controversial and those that may be illegal such as materials which are obscene. CADL will abide by the Constitutions of the United States, and the State of Michigan, the laws of the United States, State of Michigan and the communities which the library serves. Compliance with these laws will also guide staff in the selection of all materials.

CADL considers reading, listening, and viewing materials to be individual, private matters and believes that full, confidential, and unrestricted access to information is essential for all patrons to exercise their constitutional rights. Responsibility for choosing what materials an individual will view, read, or consume rests with the individual. Although the staff exercises professional judgment in the selection of all

materials, the responsibility for a minor child's use of library materials rests with their parents and/or legal guardians as more fully set forth in SER 102.

1.7 Request for Re-evaluation of Library Materials

Patrons who wish to register a formal complaint about a particular item in the library, may do so by submitting a "Request for Re-evaluation of Library Materials" form to branch staff who will forward the request to the Selection Specialist. The Selection Specialist will respond in writing.

Patrons who are not satisfied with the response may request that the Executive Director review their request. The Executive Director or designee will respond in writing.

Patrons who are still not satisfied with the response may request that the Board review their request. The decision of the Board is final.

2. Procedures for Selection of Library Materials

2.1 Selection Aids

The primary sources of information about potential library materials are the lists, selections and reviews found in library journals and authoritative online resources. The Capital Area District Libraries' Librarians rely on such resources as Library Journal, School Library Journal, Booklist, Publisher's Weekly, and Billboard to assist with selecting print, electronic, and audio-visual materials. Other selection resources may be used for specific subject areas, such as publishers' catalogs, popular periodicals, format specific review periodicals, newspaper reviews, bibliographies and web-based review sources.

2.2 Outside Recommendation Procedures

All requests from patrons or staff for specific materials, titles or subjects will be seriously considered. A form is available for this purpose. All purchases will be within the selection guidelines of Capital Area District Libraries' Materials Selection Policy.

2.3 Gifts

The Library will encourage and accept gifts with the explicit understanding that all materials donated to CADL become the property of the library without restrictions.

The Library makes the final decision on the use, display, housing, withdrawal, and other disposition of all donated materials. All materials, whether purchased or donated, may be integrated into the CADL collection if they meet the selection criteria outlined in this policy. Donations which cannot be added to the collection may be given to the Friends of the Library for sale to the public.

The Library does not assess the value of donations for tax purposes. However, a form can be completed by the library staff verifying the donation.

Gifts of money are accepted by Capital Area District Libraries. The materials acquired with these funds must meet the selection guidelines. The donor, or in the case of memorial money, the family, may be consulted for suggestions or recommendations of purchased materials. Memorial gifts are acknowledged, and materials are identified with a book plate.

2.4 Special Collections And Concerns

Specialized materials of limited community interest will not ordinarily be purchased. Referral to MelCat or other library collections will be used to supply patrons with these materials. Supplementary materials for students and information for specialists are provided in a limited number of fields, but the library takes cognizance of and avoids unnecessary duplication in subject areas which are the special prerogative of other community resources.

2.5 Reference Collection

The Capital Area District Libraries' collection of reference books and databases contains material representative of all fields of knowledge and both serve as the foundation for our reference service. Special emphasis is placed upon a few particular areas in response to strong usage and demand such as business-related information, consumer health, demographics, literature, and multi-cultural materials. Currency of materials is of primary concern in this collection, although much historical material is also retained for balance and for retrospective searching.

2.6 Local History

Each branch of Capital Area District Libraries houses some local history material for their area.

The Local History collection housed at the Downtown Lansing Library serves as a major source of historical materials about Lansing and Ingham County. The collection contains reference sources encompassing both published and unpublished works, some of them rare, that record, interpret or portray the history and development of the Greater Lansing community. Special attention has been given to acquiring materials about the communities this library serves including materials about the automobile industry, architectural and family histories, and some materials about the tri-county region, surrounding communities, the Great Lakes, the Old Northwest Territory, and selected works about Michigan as a territory and state.

This collection, much of which has been donated, contains books, pamphlets, reports, documents, periodicals, maps, photographs, architectural drawings, archives, manuscripts, and ephemera. All formats are represented – digital, microform, audio, video, and a limited number of three-dimensional artifacts.

3. Collection Maintenance: Evaluation and Review of Existing Materials

3.1 Withdrawal Of Library Materials

Materials purchased and placed in the library collection may over time lose their value to the collection and library users. CADL staff must consider CADL's Statement of Purpose and these guidelines before withdrawing any material from the collection that is not in poor physical condition or obviously out of date. Library materials need to be continually evaluated for their usefulness and may be "de-selected" under the following guidelines:

1. Materials are physically damaged or worn out.
2. Information contained in materials may be inaccurate or outdated.
3. Duplicate copies of titles may no longer be needed.
4. Materials have not circulated for a designated period of time.
5. Materials that have been superseded by a new edition or better work on the same subject.
6. Physical limitations of space available.

All library materials withdrawn will be removed from the library's records and clearly marked as withdrawn.

3.2 Replacement of Library Materials

Worn out or outdated materials may be replaced by new materials, either in the same format or in a different format. Different titles may be substituted if exact replacement is not possible. Not all withdrawn materials are replaced.

4. Disposal of Withdrawn Materials

4.1 Withdrawn materials will be disposed of as follows:

1. Inaccurate or Outdated Materials - These materials will be disposed of in a manner that precludes their future use. They may be recycled, shredded, put in the garbage, taken to a landfill, etc. Some items, such as newspapers, are recycled if possible.
2. Poor Physical Condition - Depending on the condition of the item, these materials may be recycled, put in the garbage, sold, or donated to qualified organizations. Materials damaged in the circulation process will become the property of the patron if the patron pays for the item.
3. Duplicate copies of materials or materials that are not being used - Materials withdrawn for these reasons may be sold, donated to qualified organizations or recycled.

Withdrawn materials may be donated to Library Friends organizations for sale in Friends Book Sales. They may also be donated to other libraries or to non-profit or governmental organizations such as childcare centers, senior centers, detention facilities, etc. Materials will not be donated to individuals or for-profit organizations.

CAPITAL AREA DISTRICT LIBRARIES
SER 106: ARRANGEMENT, LABELING, AND ACCESS
AUGUST 16, 2017

1. Mission - Empowering our diverse communities to learn, imagine and connect.
2. Purpose - To implement this mission, library materials are arranged and labeled in the best manner to:
 - assist patrons in locating needed materials,
 - publicize a special collection of materials, and
 - protect rare, fragile, valuable, and/or frequently stolen materials.
3. Children's Collection - The Library strives to create a friendly environment that will encourage children to become life-long readers and library users by providing a special children's area at each location. The children's area will include children's fiction, DVDs, music, audio books, and other materials of special interest to children.
4. Non-Fiction - Circulating non-fiction materials may be combined in one collection or separated into adult and juvenile collections depending on the needs of the local community.
5. Viewpoint Neutral Arrangements and Labeling - The Library uses viewpoint-neutral directional aids (labels and special arrangements of materials) that save the time of users. Prejudicial labels and arrangements designed to warn, discourage, or prohibit users or certain groups of users are not used.
6. Access - In support of a democratic society, the Library provides access to all points of view on current and historical issues. No item in the library collection will be sequestered, except for the express purpose of protecting it from injury or theft. Sequestering materials -- hiding them from display -- interferes with potential user's access by presenting barriers and subjecting the library client to unnecessary scrutiny.

CAPITAL AREA DISTRICT LIBRARIES
SER 110 CADL CARES POLICY
AUGUST 16, 2023

As a public service organization, CADL works to improve the lives in our communities by creating exceptional library service. CADL Cares is an effort to further this by coordinating staff volunteer efforts in addition to our regular outreach programs.

The CADL Cares Committee will consist of the Assistant Director, the Marketing Director and the Human Resources Director as well as at least two representatives from the branch libraries. The committee, along with the Executive Director, will be responsible for overseeing this policy.

The CADL Cares Committee will regularly coordinate a district wide “Casual for a Cause Friday.” Staff members who want to participate, and are scheduled to work, may donate \$1 and wear jeans to work. The money collected at each branch will be sent to the Finance Department who will donate it to a local organization that has a mission similar to CADL. The organization will be selected annually by the CADL Cares Committee with staff input.

The CADL Cares Committee will also select activities annually for staff to participate in which are either state-wide library initiatives or locally organized efforts to improve our community. Activities selected will be coordinated by CADL employees and promoted centrally by the Marketing Department on paid time.

The CADL Cares Committee may organize efforts outside of the library (walks, clean ups, Habitat for Humanity, etc.) for staff members to participate in. Any volunteer activities done outside the library must be completed on an employee’s own time and not on work time.