

**CAPITAL AREA DISTRICT LIBRARIES
COMMITTEE OF THE WHOLE**

5:30 PM, WEDNESDAY, NOVEMBER 12, 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

1. Call to Order
2. Roll Call
3. Public Comments on Agenda Items
4. Agenda
5. Public Hearing – CADL 2026 Budget
 - a. Presentation of CADL 2026 Budget
 - b. Public Comments on CADL 2026 Budget
6. [Memorandum for October 15, 2025](#) (enc)
7. Unfinished Business
8. Closed Session to consider material exempt from disclosure pursuant to MCL 15.268(h) and MCL 15.243(1)(g).
9. General
 - a. [HUM 221 Non-Union Administrative Employees Policy Manual](#) (enc)
 - b. Strategic Plan Update
10. Finance
 - a. [October 2025 Financial Report](#) (enc)
 - b. [CADL 2026 Budget](#) (enc)
 - c. RFP Local History Center Shelving (distributed separately)
 - d. [NHPRC Grant Application](#) (enc)
11. Policies – No changes, for review only (enc)
 - a. [HUM 105 Employee Recognition Policy](#)
 - b. [HUM 201 Director Succession Policy](#)
 - c. [HUM 202 Director Evaluation Policy](#)
 - d. [HUM 202a Director Evaluation Board Form](#)
 - e. [HUM 202b Director Evaluation Staff Form](#)

10. Rise and Report

For mobility, visual, hearing, or other assistance, please call 517-367-6312. Requests need to be made at least two weeks before a scheduled event.

BUDGET REPORT FOR CAPITAL AREA DISTRICT LIBRARIES

Calculations As of 12/31/2026

GL Number	Description	2025 Amended Budget	2025 Activity	2026 RECOMMENDED	2026 RECOMMENDED % Change
Fund: 101 GENERAL FUND					
Account Category: Estimated Revenues					
MILLAGE INCOME					
402	Property Tax Revenue	14,006,000	14,002,580	15,102,200	7.83
404	Renaissance Zone Reimbursemen	40,000	24,270	20,000	(50.00)
437	Industrial Facilities Tax	38,000	40,250	38,000	
	MILLAGE INCOME	14,084,000	14,067,100	15,160,200	7.64
STATE AID					
410	PPT Reimbursement	135,150	155,340	150,000	10.99
553	State Aid Direct	125,000	132,790	135,000	8.00
554	State Aid Indirect	125,000	132,790	135,000	8.00
	STATE AID	385,150	420,920	420,000	9.05
GRANTS					
540	Grants	7,500	7,500	15,000	100.00
543	Grants-MMLC	15,000	15,000		(100.00)
550	Grants-LSTA	19,850	19,920		(100.00)
	GRANTS	42,350	42,420	15,000	(64.58)
OTHER INCOME					
542	MMLC Reimbursement	125,000	164,390		(100.00)
628	Universal Service Fund Income	8,000			(100.00)
632	Lost and Paid Books	30,000	29,210	30,000	
665	Interest Income	380,000	535,950	400,000	5.26
667	RENT INCOME		8,770	56,000	
673	Sale of Fixed Assets	5,000	1,640	3,000	(40.00)
675	Misc Income	9,000	9,670	9,000	
680	Sponsorship Revenue	3,000	3,000		(100.00)
682	Insurance Claim Income	1,000	1,760	1,000	
	OTHER INCOME	561,000	754,390	499,000	(11.05)
LIBRARY FEES					
630	Printing Revenue	42,000	43,880	43,550	3.69
631	Non Resident Fees	26,000	24,850	20,000	(23.08)
	LIBRARY FEES	68,000	68,730	63,550	(6.54)
PENAL FINES					
658	Penal Fines Ingham County	120,000	231,330	200,000	66.67
659	Penal Fines Eaton County	7,500	8,100	8,000	6.67
	PENAL FINES	127,500	239,430	208,000	63.14
DONATIONS					
674	Donation Income-Friends/Restr	18,500	36,430	19,000	2.70
677	Donation Income-Unrestricted	24,400	25,370	13,400	(45.08)
	DONATIONS	42,900	61,800	32,400	(24.48)
DUE FROM FUND BALANCES					
966	Due from Pension Reserve	360,000		360,000	
	DUE FROM FUND BALANCES	360,000		360,000	0.00
	Estimated Revenues	15,670,900	15,654,790	16,758,150	6.94
Account Category: Appropriations					
SALARIES AND BENEFITS					
702	Salaries	7,350,000	5,048,360	7,610,000	3.54
714	Unemployment Insurance	1,000	(110)	3,000	200.00
715	FICA EMPLOYER SHARE	562,280	379,930	570,000	1.37
716	HEALTH INSURANCE	850,000	499,170	882,000	3.76
717	Life & Disability Insurance	6,000	3,610	6,000	
718	Retirement	960,000	632,400	995,000	3.65
719	Prescription Expense	300,000	153,260	300,000	
720	DENTAL INSURANCE	48,000	35,200	55,000	14.58
721	VISION INSURANCE	12,000	8,990	12,000	
722	Workers Comp Insurance	38,800	38,760	41,700	7.47
724	Parking Main Library	54,500	45,230	54,500	
	SALARIES AND BENEFITS	10,182,580	6,844,800	10,529,200	3.40
MATERIALS					
727	Books	1,061,780	733,160	1,109,000	4.45
728	Periodicals	34,560	66,870	43,050	24.57
729	DVD	222,700	152,430	222,000	(0.31)
730	Library of Things	52,500	32,020	54,500	3.81
731	Audiobooks	638,250	452,080	688,500	7.87

BUDGET REPORT FOR CAPITAL AREA DISTRICT LIBRARIES

Calculations As of 12/31/2026

GL Number	Description	2025 Amended Budget	2025 Activity	2026 RECOMMENDED	2026 RECOMMENDED % Change
Fund: 101 GENERAL FUND					
Account Category: Appropriations					
MATERIALS					
732	Music	41,440	23,610	34,500	(16.75)
733	Databases	100,530	94,630	110,000	9.42
734	Subscription Services	105,010	74,310	75,250	(28.34)
735	Processing Supplies	31,100	20,730	29,750	(4.34)
736	Processing Fees	68,000	52,170	89,000	30.88
868	Local History Collection			10,000	
MATERIALS		2,355,870	1,702,010	2,465,550	4.66
SUPPLIES					
740	Office Supplies	85,000	60,680	85,000	
741	Postage Expense	5,000	2,660	6,000	20.00
776	Janitorial Supplies	17,700	11,910	19,900	12.43
862	Gas-Delivery Vehicles	23,000	14,580	20,000	(13.04)
SUPPLIES		130,700	89,830	130,900	0.15
MAINTENANCE AND UTILITIES					
801	Custodial Services	237,970	163,560	244,580	2.78
802	SECURITY SERVICES	157,220	118,280	163,090	3.73
850	Telephone	22,260	17,240	22,410	0.67
864	Vehicle Maintenance - Deliver	10,000	5,540	10,000	
922	Steam and Gas	110,300	74,150	116,500	5.62
923	Electricity	208,600	141,420	219,600	5.27
924	Water and Sewer	27,700	14,490	26,400	(4.69)
925	Trash	10,570	7,170	9,790	(7.38)
930	Building Maintenance	108,700	89,040	141,580	30.25
MAINTENANCE AND UTILITIES		893,320	630,890	953,950	6.79
GOVERNANCE					
805	Legal Services	40,000	17,550	40,000	
806	Per Diem	10,000	2,130	10,000	
807	Memberships - Board	1,250	80	1,250	
808	Conferences - Board	10,000	950	7,000	(30.00)
809	Audit	22,000	21,100	28,000	27.27
GOVERNANCE		83,250	41,810	86,250	3.60
STAFF DEVELOPMENT					
810	Staff Training	39,250	20,190	58,250	48.41
811	Recruiting Expense	500		500	
812	Hospitality	5,000	170	5,000	
813	Employee Recognition	5,000	830	5,000	
STAFF DEVELOPMENT		49,750	21,190	68,750	38.19
PROFESSIONAL SERVICES					
820	Membership Fees	25,780	21,040	27,500	6.67
822	CONTRACTUAL SERVICES	35,000	37,690		(100.00)
823	Bank Fees & Services	16,000	12,030	18,000	12.50
824	Cooperative Membership Fee	125,000	164,390		(100.00)
825	Collection Agency Fees	6,500	4,280	6,000	(7.69)
826	Payroll & Print Service	46,000	35,260	50,000	8.70
827	Web Chat Service	11,000	8,060	11,000	
828	Melcat Delivery Charges	51,000	48,420	52,000	1.96
829	Tutoring Services	3,000	2,250	3,000	
831	Marketing	152,000	92,330	174,000	14.47
832	Programs	114,820	60,810	113,380	(1.25)
PROFESSIONAL SERVICES		586,100	486,560	454,880	(22.39)
OTHER EXPENSE					
861	Local Travel	15,000	9,830	20,000	33.33
955	Millage Income Refund	60,000	11,730	60,000	
956	Property & Liability Insuranc	68,000	64,080	75,000	10.29
957	Miscellaneous Expense	6,000	1,960	6,000	
958	Sales/Use Tax	1,000	160	1,000	
959	SPECIAL ASSESSMENT & PROPERTY		530	4,000	
960	Donation Expense Restricted	30,570	38,550	14,000	(54.20)
961	Donation Expense Unrestricted	15,000	15,530	7,500	(50.00)
OTHER EXPENSE		195,570	142,370	187,500	(4.13)
CAPITAL OUTLAY					
873	Building Upgrades	25,000		25,000	
889	Okemos Renovation Project	10,000	830		(100.00)

BUDGET REPORT FOR CAPITAL AREA DISTRICT LIBRARIES

Calculations As of 12/31/2026

GL Number	Description	2025 Amended Budget	2025 Activity	2026 RECOMMENDED	2026 RECOMMENDED % Change
Fund: 101 GENERAL FUND					
Account Category: Appropriations					
CAPITAL OUTLAY					
914	HOLT REMODEL	100,000			(100.00)
915	STOCKBRIDGE REMODEL	125,000	104,350		(100.00)
917	SECURITY CAMERAS			24,020	
967	Outreach Projects	70,000	39,400	70,500	0.71
980	Staff Furn & Equipment	46,550	10,850	26,500	(43.07)
982	BUILDINGS	175,000	1,656,230	200,000	14.29
987	GRANT EXPENSES	27,350	27,350	15,000	(45.16)
	CAPITAL OUTLAY	578,900	1,839,010	361,020	(37.64)
TECHNOLOGY EXPENSES					
878	Firewall Upgrade Project	79,850	81,280		(100.00)
895	Internet Access	9,000	8,590	17,690	96.56
896	Internet Access - Hotspots	91,770	60,260	56,640	(38.28)
898	Computer System Services	34,350	25,750	74,270	116.22
905	Computer Software	75,000	63,490	94,200	25.60
906	Computer Hardware	51,500	32,950	51,700	0.39
907	LIBRARY SYSTEMS SOFTWARE	168,040	164,070	170,650	1.55
911	Mobile Training Lab	51,000			(100.00)
	TECHNOLOGY EXPENSES	560,510	436,390	465,150	(17.01)
DEBT SERVICES					
929	SBITA/LEASE PRINCIPAL PAYMENT	141,850		255,000	79.77
	DEBT SERVICES	141,850		255,000	79.77
DUE TO FUNDS					
969	DUE TO CAPITAL PROJECTS FUND			800,000	
	DUE TO FUNDS			800,000	0.00
	Appropriations	15,758,400	12,234,860	16,758,150	6.34
Fund 101 - GENERAL FUND:					
	TOTAL ESTIMATED REVENUES	15,670,900	15,654,790	16,758,150	6.94
	TOTAL APPROPRIATIONS	15,758,400	12,234,860	16,758,150	6.34
	NET OF REVENUES & APPROPRIATIONS:	(87,500)	3,419,930	0	

CAPITAL AREA DISTRICT LIBRARIES COMMITTEE OF THE WHOLE

October 15, 2025

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

Members Absent:

Staff Present: Jolee Hamlin, Sheryl Knox, Julie Laxton, Jenny Marr, Miriam Mattison, Victoria Meadows, Thais Rousseau, Michael Moore

Others Present: 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 – Present

Vandenboom – Present

Public Comments on Agenda Items

There were no public comments on agenda items.

Agenda

Drake made a motion to accept the agenda. O'Donnell seconded the motion. The motion carried.

Memorandum for September 17, 2025

The Memorandum for September 17, 2025, was received.

Unfinished Business

General

a. Dr. L. Robert McConnell Staff Award Selection

Recommendation: Award the 2025 Dr. L. Robert McConnell Staff Award for Customer Service to John Takis, Library Assistant at the Mason Library, and the Award for Innovation to Sophie Steiner, Systems Administrator.

Background: Each year, the Capital Area District Libraries' Board recognizes staff members who have demonstrated an exceptional ability to provide customer service or who have developed an innovative approach to improving library services or operations. Customer service includes both public service to patrons and support services to staff. Recipients receive a recognition certificate and a monetary award of \$500 each.

Other Customer Service nominees included:

- Betty Juntunen – Library Assistant at the Webberville Library
- Charlie Woodside, Library Assistant at the Lansing Libraries/Downtown Lansing
- Courtney Tang – Digital Literacy Specialist
- Denelle Hobbs- Community Outreach Clerk
- DiAnne Warfield, Library Assistant at the Holt Library
- Joye Judy -Library Assistant at the Leslie Branch
- Kat Van Halst, Public Service Librarian at the Holt Library
- Meccah Martin – Library Assistant at the Lansing Libraries – South Lansing Branch
- Melissa Crain, Public Service Librarian at the Williamston Library
- Michele Mudar- Library Clerk at the Meridian Libraries – Okemos Branch
- Quinn Harrison – Library Assistant at the Lansing Libraries – South Lansing Branch
- Sai Krishnamurthi- Head of Circulation at the Okemos Library
- Samantha Johns – Library Clerk at the Lansing Libraries- Downtown Branch
- Sandra Centeno – Library Clerk at the Lansing Libraries – South Lansing Branch
- Saturn Kardell-Moon-Library Assistant at the Lansing Libraries – Downtown and South Lansing Branches
- Shuyler Clark – Library Clerk at the Aurelius Library

Other Innovation nominees included:

- Andrew Mattes- Library Assistant at the Lansing Libraries – Downtown Branch
- Anita Savage – Public Service Librarian at the Lansing Libraries – Downtown Branch
- Bridie McBride, Public Service Librarian at the Meridian Libraries/Haslett Branch
- Cassie Veselovsky, Head of Public Service at the Lansing Libraries/Foster Branch
- Jay Hull- Public Services Librarian at the Meridian Libraries- Okemos Branch
- Kate Newcombe – Youth Services Specialist
- Ren Newman – Library Assistant at the Lansing Libraries- Downtown Branch
- Sachiko Robison, Library Clerk at the Holt Library
- Sarah Lehman, Library Assistant at the Aurelius Library

b. 2026 CADL Days Closed

An overview was given of the designated holidays/closures for 2026.

c. 2026 Board Meeting Dates

An overview of the proposed dates for board meetings in 2026 was provided. The dates work around the time needed for the finance department to receive and process

statements, for departments to submit their monthly reports, and working around holidays and the MLA Annual Conference. Marr noted one conflict that needs to be resolved is the November COW meeting since it will fall on CADL Con. That is typically when the public hearing for the budget occurs. The board determined that the best option would be to have only one meeting in November 2026 which would include the public budget hearing. The proposed dates document will be updated for approval at the board meeting. The board usually decides in the spring if there will be any consolidation of meetings during the summer.

Finance

a. September 2025 Financial Report

Finance Director Miriam Mattison presented the September 2025 financial report to the Board. Noted adjustments to the fund balances.

b. 3rd Quarter Budget Amendments

Finance Director Miriam Mattison presented the proposed quarterly amendments to the 2025 budget.

c. 2026 Draft Budget Review

Finance Director Miriam Mattison presented the draft budget for 2026. Mattison thanked the management team for all their work in compiling the information needed to build the budget. The public hearing for the budget is scheduled for November 12, 2025 at 5:30 pm. Commendations from board members were given for the hard work of staff.

Policies – No changes, for review only

a. GOV 220 FOIA Policy

b. HUM 104 Equal Employment

A question was asked about section 3.6 regarding reporting statistics to the board quarterly. Laxton and Marr replied it's been a practice for many years to report annually during the Executive Director's evaluation report. The policy will be updated to reflect that change and brought back for approval at the October board meeting.

Another question was asked about section 3.7 and how the information is collected and maintained in an Excel worksheet. Laxton replied that's the only way we have to report the information anonymously and that it is optional for staff to volunteer the information. No change needed.

c. HUM 302 SSN Privacy Policy

Drake reminded everyone that the following week is National Friends of the Library Week and she hoped CADL had plans to recognize the Friends groups. Drake and Stewart both shared information about upcoming Friends events.

Rise and Report

The meeting was adjourned at 6:07 p.m.

1 **CAPITAL AREA DISTRICT LIBRARIES**
2 **HUM 221 Non-Union Administrative Employees**
3 **Policy Manual**
4 ~~JULY 23, 2025~~, **NOVEMBER 19, 2025**

5
6 **Welcome**

7
8 Welcome to Capital Area District Libraries! We are the 5th largest public library serving more
9 than 230,000 people in Michigan.

10
11 Capital Area District Libraries was created when the Ingham County Board of Commissioners
12 entered into a District Library Agreement with the City of Lansing March 10, 1997 to establish
13 a District Library pursuant to the District Library Establishment Act, 1989 PA 24. The major
14 source of funding for Capital Area District Libraries is a millage approved by voters.

15
16 The Capital Area District Libraries' Board of Trustees ("Board") has seven members. Five (5)
17 members are appointed by the Ingham County Board of Commissioners, and two (2) members
18 are appointed by the City of Lansing.

19
20 The Board is the body legally responsible for performing the duties assigned to it by state and
21 local laws. The Board determines how the revenue of the Library will be spent. In addition,
22 the Board appoints the Capital Area District Libraries Executive Director ("Director"),
23 establishes all Capital Area District Libraries' (CADL) policies, and is authorized to contract for
24 Library services in and outside of Ingham County.
25

Purpose and Intent

The purpose of this Policy Manual is to provide a general reference of the policies Capital Area District Libraries adheres to and a general outline of the benefits CADL has to offer. THIS IS NOT A CONTRACT. Nothing in this Manual is or should be construed as a binding term or condition of employment.

All Managerial non-union administrative employees (NUA employees) of CADL serve at the will of CADL and can be terminated at any time upon the recommendation of CADL's Executive Director and within the sole discretion of a majority of the Board of Trustees of CADL.

The following NUA employees of CADL are not in managerial positions (Administrative Assistant; Accounting/Finance Assistant; Purchasing Assistant; Human Resources Assistant; Office Clerk), serve at the will of CADL, and can be terminated at any time within the sole discretion of the Executive Director.

This Manual constitutes the employment policies of CADL, and it shall not be altered or amended without the concurrence of the majority of the Board of Trustees of CADL. The Board of Trustees reserves the right to unilaterally change CADL's personnel policies within its sole discretion.

This Manual supersedes all prior manuals as well as employment relationships, whether oral or written, between CADL and NUA Employees. Previous manuals and employment relationships, if any, whether oral or written, are canceled.

No Employee and/or Board Member and/or agent of Capital Area District Libraries is authorized to make an oral representation or promise to an NUA Employee which changes the policies set forth in the NUA Employee Manual. Oral expressions or promises made to an NUA Employee shall not be interpreted to create a contractual relationship between an NUA Employee of CADL and CADL, nor shall such communications alter the "at will" employment conditions of CADL. No other statement in this manual shall be construed in any manner to alter the "at will" status of NUA Employees of CADL.

Employment Policies

At-Will Status

As previously indicated, all managerial non-union administrative employees of CADL serve at the will of CADL and can be terminated at any time upon the recommendation of CADL's Executive Director and within the sole discretion of a majority of the Board of Trustees of CADL. NUA employees of CADL not in managerial positions (Administrative Assistant; Accounting/Finance Assistant; Purchasing Assistant; Human Resources Assistant; Office Clerk) serve at the will of CADL and can be terminated at any time within the sole discretion of the Executive Director.

Professional Membership

Managerial NUA Employees are encouraged to join and participate in professional organizations. CADL will pay membership fees up to a total of \$250.00 per year per NUA Employee subject to the approval of the Executive Director. Participation on work time in any organization's events/meetings, etc. must be approved in advance by the Executive Director. Time off to participate will be given at the sole discretion of the Executive Director or designee.

All other NUA staff members are encouraged to join and participate in professional organizations. In order to help achieve this goal, at the request of the employee, the Employer will pay for the basic membership fee for the employee to join the Michigan Library Association or other association approved for that employee in advance by the Executive Director or designee.

Graduate Degrees

CADL encourages NUA Management staff members to obtain a graduate library degree from a school approved by the American Library Association or a graduate business degree from an accredited school of higher education by providing financial support.

Individuals who would like to receive financial support for these programs must submit a proposal to the Executive Director prior to enrolling. The Executive Director's decision to approve financial support will be based on the courses showing a direct benefit to the Employer and on available funds. Financial support will be limited to the amount of tuition not including application, registration, or activity fees. Payment will be limited to \$2,500 per employee per year.

Payment will be based on the successful completion of the classes. Employees must receive a "B" (3.0 on a 4.0 scale) or better, or a satisfactory or passing grade in the event that no letter grade is available for the course, to receive any payments.

103 Class attendance and homework must be completed on the employee's own time and not
104 during work hours.

105
106 Employees who leave their employment with the Employer (whether by voluntary or
107 involuntary separation/termination) within two years of completing the classes must agree to
108 reimburse the Employer for 50% of the amount paid by the Employer for those classes.

109
110 An NUA Management staff member who utilizes the tuition benefit stated in this paragraph will
111 still be considered to be an "at will" employee. The conferring of said tuition benefit shall in no
112 way alter the "at will" status of the employee.

Salary and Benefits

All new Managerial NUA Employees negotiate their pay rate at the time of hire. All other NUA Employees are subject to the CADL NUA Employee pay scale. See Appendix B.

NON-UNION ADMINISTRATIVE EMPLOYEES MERIT PAY PLAN

The goals of CADL's Non-Union Administrative (NUA) Merit Pay Plan are the following:

1. Recognize and reward degrees of performance by Non-Union Administrative employees
2. Support and contribute to the accomplishments of organizational goals
3. Provide for flexibility in the context of department/library needs
4. Promote fairness

Under this plan, NUA employees will be given the opportunity to enhance their pay by up to 5% annually based on their completion of job duties and behavior goals set by their supervisor.

In January of each year, the NUA employee will work with their supervisor to set performance goals for the year. These goals may be modified or changed during the year if necessary.

In December of each year, the NUA employee and their supervisor will meet to review the goals and the employee's performance during the year. Based on this information, the supervisor will determine the merit increase for the employee from 0 – 5%.

January 1st – NUA employee's pay increase takes effect

Merit pay increases will be added to the NUA employee's base salary until the salary reaches the ceiling of the authorized salary range for that position. Any merit pay increase that exceeds the salary range ceiling will be paid in the form of a lump sum and not be included in the base salary.

Probationary NUA employees will continue to be evaluated at 3 months and 6 months (non-professional) and 6 months and 1 year (professional) during their 1st year.

Probationary NUA employees who have not been employed a full year will receive a merit increase based on their performance, however, their probationary status will be considered.

EXCEPTIONS – THE EXECUTIVE DIRECTOR HAS DISCRETION TO AUTHORIZE RAISES ABOVE 5% WHEN NECESSARY TO MAINTAIN

INTERNAL PAY EQUITY AND MARKET COMPETITIVENESS UP TO THE AMOUNT BUDGETED ANNUALLY BY THE BOARD FOR SALARIES FOR EACH YEAR AND WITHIN THE NUA SALARY RANGE ESTABLISHED BY THE BOARD. IF THE CORRECTION OF A PAY INEQUITY WOULD REQUIRE AN AMOUNT OVER THE BUDGETED AMOUNT, THE EXECUTIVE DIRECTOR SHALL BRING SUCH POTENTIAL PAY INEQUITIES TO THE BOARD OF TRUSTEES AND THE BOARD MAY APPROVE COMPENSATION ADJUSTMENTS AS THE BOARD DEEMS NECESSARY TO RECOGNIZE EMPLOYEE LOYALTY AND EXPERIENCE, ENSURE FAIRNESS ACROSS THE WORKFORCE, AND SUPPORT THE CADL'S ABILITY TO ATTRACT AND RETAIN QUALIFIED PERSONNEL.

Executive Director's Merit Pay Enhancement – At the sole discretion of the Executive Director, a NUA employee may be given a merit pay lump sum bonus up to an additional 3% annually. The money will not be included in the employee's base salary. The amount of the payment is based on the employee's performance including special assignments and additional responsibilities. The Merit Pay enhancement is not guaranteed year to year.

Vacation and Personal Leave

NUA Employees are eligible to accrue vacation time. Full-time NUA employees accrue vacation at the completion of each pay period when 80.0 hours of time is recorded on the time record including holiday time, vacation time, medical time, compensatory time and hours worked. Part-time NUA employees accrue pro-rated vacation at the completion of each pay period when twice the number of hours they are regularly scheduled to work in a week, are recorded on their time card as paid time including holiday time, vacation time, personal time, sick time and hours worked.

Managers accrue twenty (20) days of vacation per year. All other NUA Employees accrue based on the following scale:

First year	3.0770 hours per pay period up to 10 days per year
Second year	3.3847 hours per pay period up to 11 days per year
Third year	3.6924 hours per pay period up to 12 days per year
Fourth year	4.0000 hours per pay period up to 13 days per year
Fifth	4.6154 hours per pay period up to 15 days per year
Sixth year	4.9231 hours per pay period up to 16 days per year
Seventh year	5.2308 hours per pay period up to 17 days per year
Eighth year	5.5385 hours per pay period up to 18 days per year
Ninth year	5.8462 hours per pay period up to 19 days per year
Tenth year	6.1539 hours per pay period up to 20 days per year

All full-time NUA Employees receive sixteen (16) hours of personal leave annually on January 1st. New NUA Employees who begin working after July 1st will receive eight (8) hours for their first year and sixteen (16) every year thereafter. All part-time NUA employees will receive a prorated amount based on their regularly scheduled hours.

Accumulation of vacation for full-time NUA employees is limited to 240 hours. This amount is prorated for part-time employees. When this limit is reached, the NUA Employee will stop accruing vacation time. (Under special circumstances, the Executive Director may allow an NUA Employee to accrue additional time.) Vacation cannot be used without advanced approval by the NUA Employee's supervisor.

Vacation and personal leave cannot be used in less than fifteen (15) minute segments.

Vacation and personal leave will not be allowed in advance of being earned or in anticipation of future medical leave credit.

Upon resignation or dismissal, accrued vacation up to five weeks (200 hours) will be paid in to NUA Employees who have completed their initial probationary period. This amount is prorated for part-time employees.

Medical "Sick" Leave

Medical Leave is a means of insuring that an eligible NUA Employee will not suffer loss of income in the event of personal illness or the illness of the NUA Employees' spouse, children, parents, or persons for whose financial or physical care the NUA Employee has been principally responsible. Medical leave may also be used for visits to physicians, dentists, counselors, therapists, etc. by the NUA Employee or by those mentioned above.

All full-time NUA Employees earn medical leave credit at a rate of 4.0 hours at the completion of each pay period when 80 hours of time is recorded including holiday time, vacation time, medical time, compensatory time and hours worked. All parttime NUA employees accrue medical leave on a prorated basis.

Medical leave credit for full-time employees may be accumulated to a maximum of 130 days (1040 hours). This amount is prorated for part-time employees.

Medical leave credit may not be used in less than 15-minute segments.

Full-time NUA Employees having over 240 hours of unused medical leave may convert up to a maximum of 80 hours of medical leave into vacation leave at the rate of 16 medical hours to 8 vacation hours as long as their medical hours do not fall below a total of 240 hours. Part-time employees are eligible to convert hours on a prorated basis.

Medical leave will not be allowed in advance of being earned or in anticipation of future medical leave credit. If an NUA Employee does not have sufficient medical leave credit to cover a period of absence due to illness or injury, the time will be charged against vacation time and personal leave credits, until these are exhausted.

Upon resignation, dismissal or retirement from service all medical leave credit shall be canceled and shall not be reinstated or paid for.

Family Medical Leave

The Family Medical Leave Act (FMLA) provides up to 12 weeks of unpaid leave to “eligible” NUA Employees for certain family and medical reasons. NUA Employees are eligible if they have worked for at least one year and for 1,250 hours over the previous 12 months.

Unpaid leave may be granted for any of the following reasons:

1. The birth of the NUA Employee’s child and to care for the newborn child
2. Placement with the NUA Employee of a child for adoption or foster care
3. To care for the NUA Employees’ spouse, son, daughter, or parent with a serious health condition
4. Because the NUA Employee has a serious health condition that makes the NUA Employee unable to perform the functions of the NUA Employee’s job.

Detailed information regarding a leave of absence under the Family Medical Leave Act is available from the Human Resources Office.

Unpaid Leaves of Absence

An unpaid leave of absence is defined as authorized absence from work for a specific period of time. During this time, an NUA Employee is not on pay status, but retains the right to a job when he/she returns. An unpaid leave of absence is granted at the sole discretion of the Executive Director and is usually granted in response to unusual circumstances. It is not a fringe benefit to which any employee is entitled. Any accrued vacation or personal leave time, or sick time cannot be used during any unpaid leave of absence. Any request for an unpaid leave of absence must be submitted, in writing, to the Executive Director at the earliest possible time.

If necessary, the NUA Employee may pay the entire cost of his/her health insurance coverage while on a leave of absence up to a period of eighteen months. Payment for each month’s coverage must be received by the 25th of the preceding month. No vacation time, sick leave or retirement credit is earned during a leave of absence without pay.

Bereavement Leave

Full-time NUA Employees shall be allowed five days leave with pay for absence due to the death of the employees legally married spouse, domestic partner, child, stepchild, parent, stepparent, or a legal guardian.

A full-time employee shall be allowed up to two (2) working days pay for absence due to the death of the employee's sister, brother, uncle, aunt, grandparent, or grandchild, mother-in-law, father-in-law, sister-in-law, brother-in-law, son-in-law, daughter-in-law, legally married spouse's or domestic partner's grandparent, niece, nephew, niece in law or nephew in law. Part-time NUA employees receive this benefit on a prorated basis. Additional time may be taken from accumulated sick, personal or vacation time, if needed.

Upon request, days off may be granted by the NUA Employee's supervisor in the case of the death of other family members or persons for whom financial or physical care the NUA Employee has been principally responsible. This time may be taken from accumulated sick, personal or vacation time.

Holidays

The following are authorized paid holidays for NUA Employees:

New Year's Day	Thanksgiving Day
Martin Luther King Day	The Day After Thanksgiving
Memorial Day	Christmas Eve
Juneteenth	Christmas Day
Independence Day (July 4 th)	New Year's Eve
Labor Day	

Part-time NUA employees receive Holiday pay on a prorated basis.

Benefits

Medical Benefits

CADL will participate in the Ingham County Health Coalition Committee which researches ways to reduce health care cost and to avoid and reduce potential copays for both CADL and NUA employees.

CADL will select and provide a health plan offered through the Health Coalition. In the event that the Health Coalition, provides options of health plans, CADL will maintain the current plan or provide another health plan offered through the Health Coalition. CADL reserves the right to take advantage of any supplemental benefit offered through the Health Coalition which may lower the cost of the premiums.

CADL will offer the prescription drug plan offered through the Health Coalition. In the event, that the Health Coalition, provides options of prescription drug plans, CADL will maintain the current plan or provide another prescription drug plan offered through the Health Coalition. CADL reserves the right to take advantage of any supplemental benefit offered through the Health Coalition which may lower the cost of the premiums.

All non-union administrative employees will be required to pay the cost of their health insurance premiums above the annual caps set by the state for public employees. The money will be automatically deducted through payroll deduction.

An employee who is eligible for medical/hospitalization insurance via another source and who executes an affidavit to that effect may elect not to be covered by the medical insurance provided under this Article. The decision to waive coverage shall be made once per calendar year. A waiver agreement drafted by CADL shall be executed by the employee. In the event the employee elects to forego medical insurance, CADL shall pay an amount based upon the coverage to which the employee is otherwise eligible at the time of election (full family, two-person, single subscriber) directly to the employee as a taxable compensation.

The amounts payable, based on applicable coverage shall be as follows:

Full Family	=	\$100 per month
2-Person	=	\$100 per month
Single	=	\$100 per month

NUA employees losing medical coverage from another source shall notify the Human Resources Department immediately so that the employee and dependents, where appropriate, can be re-enrolled in a health care plan beginning the first day of the month following the loss of alternate coverage.

Dental Benefits

CADL shall provide dental insurance for regular full-time NUA employees and their legal dependents on the first of the month following their date of hire. The coverage is as follows:

<u>Class I Benefits</u>	<u>Insurance Pays</u> (Usual, Customary and Reasonable Fees)	<u>Employee or Patient Pays</u>
Diagnostic	100%	-0-
Preventative	100%	-0-
Emergency Palliative	100%	-0-
<u>Class II Benefits</u>	<u>Insurance Pays</u> (Usual, Customary and Reasonable Fees)	<u>Employee or Patient Pays</u>
Radiographs	50%	50%
Oral Surgery	50%	50%
Restoration	50%	50%
Periodontics	50%	50%
Endodontics	50%	50%
<u>Class III Benefits</u>	<u>Insurance Pays</u> (Usual, Customary and Reasonable Fees)	<u>Employee or Patient Pays</u>
Bridges, Partial And Dentures	50%	50%
<u>Class IV Benefits</u>	<u>Insurance Pays</u>	<u>Employee or Patient Pays</u>
Orthodontics	50%	50%

Payment under this provision is limited to one thousand dollars (\$1,000) maximum per person per contract for Class I, Class II and Class III Benefits. Payment for Class IV Benefits will not exceed a lifetime maximum of \$1,000 per eligible person. Employees must contribute \$1 per month for the dental benefit.

Vision Benefits

CADL shall provide vision insurance to regular full-time NUA employees and their legal dependents on the first of the month following their date of hire. The coverage is as follows:

Standard Eye Examination and Glasses

- | | |
|--------------------|--|
| - Eye Examination | Once each 12 months from last date of service.
Examination covered in full less \$10.00 co-pay. |
| - Spectacle Lenses | 1 each 24 months from last date of service |
| - Frames | 1 each 24 months from last date of service |

There is a \$25.00 co-pay for lenses and/or frames.

- | | |
|--------------------------------|---|
| - Contact Lenses –
Elective | Eye examination covered less \$10.00 co-pay.
Maximum allowance of \$105.00 |
| Medically Necessary | Covered in full under certain conditions. |

Life Insurance

CADL shall provide life insurance coverage in the amount of \$20,000.00, for regular full-time NUA employees effective the first day of the month following the date of hire.

NUA employees may have the option to purchase, at their expense, additional life insurance coverage in amounts and for the cost as allowable and determined by the carrier and Employer. The total cost of such optional coverage shall be paid for by the employee through payroll deduction. The above is contingent upon the carrier accepting and approving any such additional coverage and complying with CADL's requirements.

Disability Insurance

CADL will provide a short-term disability plan as follows for regular full-time NUA employees.

- (A) Upon proper medical determination for disability due to a non-work related illness or injury. The disability carrier will provide fifty (50%) of the NUA employees' gross salary to a maximum of \$1,300 per month to age 65. See the UNUM Disability Plan Document for more information.

- (B) The disability payments shall not commence until the completion of a ninety (90) calendar day elimination period after sustaining the non-work related illness or injury.
- (C) A regular full-time employee may use sick time accumulations during the ninety (90) calendar day elimination period and also may use vacation and compensatory time accumulations. If the employee's total accumulation exceeds ninety (90) calendar days, the short-term disability payment shall commence on the 91st day, at the option of the employee, with the remaining accumulations to stay on record.
- (D) Benefits, such as but not limited to, health insurance, life insurance, dental insurance, shall cease while the employee is being paid disability payments. NUA employees on disability may, however, pay group rates for hospitalization/medical coverage for a maximum of one hundred four (104) weeks.
- (E) "Disability" shall be defined through CADL's disability carrier's contract.

Medical Expense Reimbursement Account

All regular NUA employees are eligible to participate in a Medical Expense Reimbursement account. During open enrollment period, NUA employees can reduce pre-tax compensation by up to the maximum allowed by law, per year and use the money to pay for qualifying medical care expenses incurred by the employee or dependents during the plan year.

Dependent Care Account

All regular NUA employees are eligible to participate in a Dependent Care Reimbursement Account. NUA employees can reduce pre-tax compensation up to the maximum allowed by law per year and use the money to pay for qualifying dependent care expenses during the plan year.

Direct Deposit

All NUA employees must participate in direct deposit or must sign up for the Chase Visa card through our payroll provider.

Retirement

All eligible NUA employees will participate in the Municipal Employees Retirement System (MERS) non-union defined benefit plan.

CADL and NUA employees shall abide by all the terms and conditions of that plan set forth below.

CADL will contribute 18% of the employees' gross salary to the MERS defined benefit plan and NUA employees will be responsible for the remainder through payroll deduction. The amount of the NUA employee's contribution will be set annually based on plan performance and will take effect on January 1st of each year.

Beginning on January 1, 2020, the NUA defined benefit plan for employees is as follows:

B-2, V-6, FAC5 w/ F55/I5, E2
(Please see MERS Handbook for complete details and for information pertaining to previous plan details.)

NUA employees in the defined benefit plan will be subject to fully vesting after 6 years and eligibility requirements outlined in the plan.

All eligible NUA employees who enroll in the MERS defined benefit plan hereby authorize CADL to make the appropriate payroll deduction for the employee's percentage amount of the Defined Benefit plan as calculated by MERS.

All Technical, Clerical and Para-professional NUA employees who work 80 HOURS per month and all Professional NUA employees who work 40 HOURS per month qualify for retirement benefits.*

All unused and accumulated vacation time will be paid to any full-time NUA employee up to 200 hours, or 5 weeks, upon their retirement. All unused and accumulated vacation time will be paid to any part-time NUA employees at a pro-rated basis up to 200 hours, or 5 weeks, upon their retirement. All unused and accumulated sick and personal leave will be forfeited by the employee upon their retirement.

Upon retirement, any person covered under this agreement, whether such person was hired through Ingham County, the Lansing School District, or directly with CADL, shall not be entitled to any health benefits from CADL or any other benefits from CADL.

*Part-time NUA employees are excluded from MERS DB eligibility.

Deferred Compensation

All NUA employees (both full and part-time) are eligible to participate in the MERS Supplemental Savings/Deferred Compensation Plan according to the terms and conditions of the Plan.

Beginning on July 1, 2025, all existing part-time NUA employees will automatically receive the following amounts deposited into their Plan accounts:

January 1st of each year - \$75 will be deposited

July 1st of each year - \$75 will be deposited

For all part-time NUA employees hired after July 1, 2025, each such employee will receive the \$75 deposited at the next interval (January or July) following their date of hire.

Upon termination of any NUA employee's employment (both full and part-time), the employee will be eligible to receive any monies in their Plan account according to the terms and conditions of the Plan.

Employer's Right to Change and/or Modify Benefits

CADL retains the right to unilaterally change the method of providing, including changing carriers, and funding the benefits herein. The benefits provided shall meet the minimum requirements set forth in this Article. CADL may elect to provide benefits in excess of the minimum listed in this Article. Providing such benefits in excess of the required minimums shall not become a term and condition of employment, and CADL is free to unilaterally change these benefits to those benefits minimally required.

CADL reserves the right to establish a self-insurance program which will provide substantially the same or equivalent benefits insofar as is possible except as to the administration of such insurance. The Library may change carriers and/or plans provided the new plan provides the same or substantially equivalent benefits in so far as is possible.

All insurance premiums shall be paid by CADL commencing at the time of the next regular payment made in accordance with CADL's procedures following the month of employment. NUA Employees who are laid off or go on an unpaid leave of absence shall assume full cost of such premiums commencing the first full month following their layoff or commencing their leave of absence.

NUA Human Resources Policies and Procedures

NUA employees must abide by the human resources policy and procedure manual which is located on the staff intranet.

BALANCE SHEET REPORT FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As Of 10/31/2025

YTD Balance

GL Number	Description	10/31/2025
Fund: 101 GENERAL FUND		
*** Assets ***		
Account Type: Cash		
CASH		12,002,662.45
IMPREST CASH		503.49
INVESTMENTS		4,391,275.91
Cash		<u>16,394,441.85</u>
Account Type: Other Assets		
ACCOUNTS RECEIVABLE		7,074.94
INTEREST RECEIVABLE		122,330.22
PREPAID EXPENSE		292,369.62
TAXES RECEIVABLE		1,109.87
Other Assets		<u>422,884.65</u>
Total Assets		<u>16,817,326.50</u>
*** Liabilities ***		
Account Type: Accounts Payable		
ACCOUNTS PAYABLE		272,456.58
ACCRUED SALARIES PAYABLE		2,240.60
Accounts Payable		<u>274,697.18</u>
Account Type: Liabilities-ST		
DEFERRED REVENUE		10,584.54
Liabilities-ST		<u>10,584.54</u>
Total Liabilities		<u>285,281.72</u>
*** Fund Equity ***		
Account Type: Unassigned		
FUND BALANCE AUTOMATION		1,000,000.00
FUND BALANCE CAPITAL PROJECTS		1,593,776.40
FUND BALANCE CONTINGENCY		5,342,849.10
FUND BALANCE DONATIONS RESTRICTED		564,191.29
FUND BALANCE DONATIONS UNRESTRICTED		460,478.21
FUND BALANCE OPERATIONS		965,550.00
FUND BALANCE PENSION RESERVE		1,560,000.00
FUND BALANCE UNDESIGNATED		2,531,307.82
Unassigned		<u>14,018,152.82</u>

Total Fund Equity

14,018,152.82

Total Fund 101 GENERAL FUND:

TOTAL ASSETS

16,817,326.50

BEG. FUND BALANCE

14,018,152.82

+ NET OF REVENUES & EXPENDITURES

0.00

= ENDING FUND BALANCE

14,018,152.82

+ LIABILITIES

285,281.72

= TOTAL LIABILITIES AND FUND BALANCE

14,303,434.54

OUT OF BALANCE

2,513,891.96

BOARD FS FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As of 10/31/2025

*NOTE: Pct Budget does not reflect amounts encumbered.

GL Number	Description	Activity For 10/31/2025	YTD Balance 10/31/2025	2025 Amended Budget	% Bdgt Used
Fund: 101 GENERAL FUND					
Account Category: Revenues					
MILLAGE INCOME					
402	Property Tax Revenue	10.96	14,002,625.83	14,006,000.00	99.98
404	Renaissance Zone Reimbursement		24,267.90	24,250.00	100.07
437	Industrial Facilities Tax		40,246.40	38,000.00	105.91
	MILLAGE INCOME	10.96	14,067,140.13	14,068,250.00	99.99
PENAL FINES					
658	Penal Fines Ingham County		231,331.88	231,300.00	100.01
659	Penal Fines Eaton County		8,103.11	7,500.00	108.04
	PENAL FINES	0.00	239,434.99	238,800.00	100.27
STATE AID					
410	PPT Reimbursement		155,337.96	155,330.00	100.01
553	State Aid Direct		132,789.20	132,780.00	100.01
554	State Aid Indirect		132,789.20	132,780.00	100.01
	STATE AID	0.00	420,916.36	420,890.00	100.01
LIBRARY FEES					
630	Printing Revenue	4,318.46	47,711.92	42,000.00	113.60
631	Non Resident Fees	3,700.00	28,400.00	26,000.00	109.23
	LIBRARY FEES	8,018.46	76,111.92	68,000.00	111.93
DONATIONS					
674	Donation Income-Friends/Restricted	1,237.33	37,662.10	36,500.00	103.18
677	Donation Income-Unrestricted	3,288.45	28,652.42	24,400.00	117.43
	DONATIONS	4,525.78	66,314.52	60,900.00	108.89
GRANTS					
540	Grants		7,500.00	7,500.00	100.00
543	Grants-MMLC		15,000.00	15,000.00	100.00
550	Grants-LSTA		19,921.60	19,845.00	100.39
	GRANTS	0.00	42,421.60	42,345.00	100.18
OTHER INCOME					
542	MMLC Reimbursement		164,389.75	164,350.00	100.02
628	Universal Service Fund Income	14,966.66	14,966.66	8,000.00	187.08
632	Lost and Paid Books	3,490.69	32,418.86	30,000.00	108.06
665	Interest Income	45,660.41	581,608.00	530,000.00	109.74
667	RENT INCOME	4,698.67	13,469.52	18,150.00	74.21
673	Sale of Fixed Assets	97.52	1,737.70	5,000.00	34.75
675	Misc Income	1,217.92	10,730.81	9,000.00	119.23
680	Sponsorship Revenue		3,000.00	3,000.00	100.00
682	Insurance Claim Income		1,756.29	1,000.00	175.63
	OTHER INCOME	70,131.87	824,077.59	768,500.00	107.23
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	82,687.07	15,736,417.11	16,027,685.00	98.18
Account Category: Expenditures					
SALARIES AND BENEFITS					
702	Salaries	541,606.83	5,589,970.42	7,350,000.00	76.05
714	Unemployment Insurance		(107.36)	1,000.00	10.74
715	FICA EMPLOYER SHARE	40,765.12	420,695.20	562,280.00	74.82
716	HEALTH INSURANCE	50,690.52	547,519.97	850,000.00	64.41
717	Life & Disability Insurance	400.46	4,008.21	6,000.00	66.80
718	Retirement	66,826.63	699,227.94	960,000.00	72.84
719	Prescription Expense	12,705.97	165,965.04	300,000.00	55.32
720	DENTAL INSURANCE	168.66	35,136.41	48,000.00	73.20
721	VISION INSURANCE	924.95	8,993.36	12,000.00	74.94
722	Workers Comp Insurance		38,757.50	38,800.00	99.89
724	Parking Main Library	4,540.00	49,766.85	54,500.00	91.32
	SALARIES AND BENEFITS	718,629.14	7,559,933.54	10,182,580.00	74.24
MATERIALS					
727	Books	84,778.79	821,870.79	1,031,780.00	79.66
728	Periodicals		34,884.82	34,560.00	100.94
729	DVD	18,677.36	166,858.44	222,700.00	74.93
730	Library of Things	1,805.90	33,832.29	52,500.00	64.44
731	Audiobooks	84,613.48	536,503.29	668,250.00	80.28

BOARD FS FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As of 10/31/2025

*NOTE: Pct Budget does not reflect amounts encumbered.

GL Number	Description	Activity For 10/31/2025	YTD Balance 10/31/2025	2025 Amended Budget	% Bdg't Used
Fund: 101 GENERAL FUND					
Account Category: Expenditures					
MATERIALS					
732	Music	2,979.56	26,066.71	41,440.00	62.90
733	Databases		94,625.40	100,530.00	94.13
734	Subscription Services		74,306.60	105,010.00	70.76
735	Processing Supplies	896.22	21,344.50	31,100.00	68.63
736	Processing Fees	5,826.89	57,109.61	68,000.00	83.98
MATERIALS		199,578.20	1,867,402.45	2,355,870.00	79.27
SUPPLIES					
740	Office Supplies	5,006.47	63,710.82	85,000.00	74.95
741	Postage Expense		2,659.34	5,000.00	53.19
776	Janitorial Supplies	1,065.37	12,859.59	17,700.00	72.65
862	Gas-Delivery Vehicles	1,838.39	16,425.66	23,000.00	71.42
SUPPLIES		7,910.23	95,655.41	130,700.00	73.19
PROFESSIONAL SERVICES					
820	Membership Fees	350.89	21,381.41	25,780.00	82.94
822	CONTRACTUAL SERVICES		37,693.73	35,000.00	107.70
823	Bank Fees & Services	1,327.05	13,357.55	16,000.00	83.48
824	Cooperative Membership Fee		164,389.75	164,400.00	99.99
825	Collection Agency Fees		4,281.20	6,500.00	65.86
826	Payroll & Print Service	3,239.26	38,502.32	46,000.00	83.70
827	Web Chat Service		8,055.00	11,000.00	73.23
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	12,468.72	104,363.81	152,000.00	68.66
832	Programs	5,688.02	63,479.37	114,820.00	55.29
PROFESSIONAL SERVICES		23,073.94	506,178.31	625,500.00	80.92
GOVERNANCE					
805	Legal Services	1,347.50	18,900.50	40,000.00	47.25
806	Per Diem		2,130.00	10,000.00	21.30
807	Memberships - Board		77.34	1,250.00	6.19
808	Conferences - Board		950.00	10,000.00	9.50
809	Audit	120.43	21,220.43	22,000.00	96.46
GOVERNANCE		1,467.93	43,278.27	83,250.00	51.99
STAFF DEVELOPMENT					
810	Staff Training	7,588.73	26,735.12	39,250.00	68.11
811	Recruiting Expense			500.00	0.00
812	Hospitality		168.66	5,000.00	3.37
813	Employee Recognition		830.25	5,000.00	16.61
STAFF DEVELOPMENT		7,588.73	27,734.03	49,750.00	55.75
MAINTENANCE AND UTILITIES					
801	Custodial Services	15,159.65	178,722.03	237,970.00	75.10
802	SECURITY SERVICES	15,341.13	130,466.41	157,220.00	82.98
850	Telephone	1,715.85	17,268.90	22,260.00	77.58
864	Vehicle Maintenance - Delivery		5,535.22	10,000.00	55.35
922	Steam and Gas	12,753.13	86,901.63	110,300.00	78.79
923	Electricity	8,662.82	150,088.44	208,600.00	71.95
924	Water and Sewer	2,729.80	17,227.76	27,700.00	62.19
925	Trash	704.17	7,231.18	10,570.00	68.41
930	Building Maintenance	4,078.17	91,331.67	108,700.00	84.02
MAINTENANCE AND UTILITIES		61,144.72	684,773.24	893,320.00	76.65
OTHER EXPENSE					
861	Local Travel	864.95	10,695.91	15,000.00	71.31
955	Millage Income Refund	4,962.27	16,694.33	60,000.00	27.82
956	Property & Liability Insurance		64,076.52	68,000.00	94.23
957	Miscellaneous Expense	227.45	2,062.30	6,000.00	34.37
958	Sales/Use Tax		164.82	1,000.00	16.48
959	SPECIAL ASSESSMENT & PROPERTY TAX		532.54	600.00	88.76
960	Donation Expense Restricted	5,363.10	43,887.44	48,570.00	90.36
961	Donation Expense Unrestricted	731.92	15,741.84	18,000.00	87.45
OTHER EXPENSE		12,149.69	153,855.70	217,170.00	70.85
TECHNOLOGY EXPENSES					
878	Firewall Upgrade Project		81,275.06	79,850.00	101.78
895	Internet Access	2,147.40	8,589.60	9,000.00	95.44
896	Internet Access - Hotspots	1,800.00	62,056.03	91,770.00	67.62

BOARD FS FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As of 10/31/2025

*NOTE: Pct Budget does not reflect amounts encumbered.

GL Number	Description	Activity For 10/31/2025	YTD Balance 10/31/2025	2025 Amended Budget	% Bdgt Used
Fund: 101 GENERAL FUND					
Account Category: Expenditures					
TECHNOLOGY EXPENSES					
898	Computer System Services	394.51	26,148.81	34,350.00	76.12
905	Computer Software	2,617.66	65,370.44	75,000.00	87.16
906	Computer Hardware	1,670.99	34,616.87	51,500.00	67.22
907	LIBRARY SYSTEMS SOFTWARE		164,069.26	168,040.00	97.64
911	Mobile Training Lab			51,000.00	0.00
	TECHNOLOGY EXPENSES	8,630.56	442,126.07	560,510.00	78.88
CAPITAL OUTLAY					
873	Building Upgrades			25,000.00	0.00
889	Okemos Renovation Project		827.07	10,000.00	8.27
915	STOCKBRIDGE REMODEL		104,350.92	125,000.00	83.48
967	Outreach Projects	1,320.00	40,722.08	70,000.00	58.17
980	Staff Furn & Equipment	515.67	11,366.44	46,550.00	24.42
982	BUILDINGS	1,042.74	1,656,976.62	1,831,000.00	90.50
987	GRANT EXPENSES		27,345.00	27,345.00	100.00
	CAPITAL OUTLAY	2,878.41	1,841,588.13	2,134,895.00	86.26
DEBT SERVICES					
929	SBITA/LEASE PRINCIPAL PAYMENTS			141,850.00	0.00
	DEBT SERVICES	0.00	0.00	141,850.00	0.00
	Expenditures	1,043,051.55	13,222,525.15	17,375,395.00	76.10
Fund 101 - GENERAL FUND:					
	TOTAL REVENUES	82,687.07	15,736,417.11	16,027,685.00	98.18
	TOTAL EXPENDITURES	1,043,051.55	13,222,525.15	17,375,395.00	76.10
	NET OF REVENUES & EXPENDITURES:	(960,364.48)	2,513,891.96	(1,347,710.00)	

Digitizing the Stebbins Real Estate Collection

November 19, 2025

RECOMMENDATION:

Approve Capital Area District Library's application for and continued pursuit of the National Archives and Records Administration (NARA) National Historical Publications and Records Commission (NRPRC) grant for \$142,848. Funds would be used to continue digitization of Local History's Stebbins Real Estate Collection "Standard Card Files." The grant opportunity became available with an application due date November 5, 2025.

BACKGROUND:

Thee Local History Collections at CADL holds a unique resource in the Stebbins Real Estate Collection. This group of materials was compiled by the Stebbins family, who operated the Advance Realty Company in Lansing from the late 1920s to the early 1970s. They were involved heavily in industry, development, civic and business activities. This collection includes files for residential, commercial, and rural properties throughout the greater Lansing and Ingham County area. It has long been a well-known and popular resource in the community.

The Standard Card Files series of the collection contains typed and written index cards, written notes, drawings, newspaper clippings, photographs, negatives, correspondence, and even occasional house keys. The series includes approximately 300 boxes, averaging about 175 addresses per box (52,500 total). Currently, staff can digitize individual addresses only on demand for researchers with inconsistent standards.

Funding will allow us to continue progress begun in 2024 with support from the Library of Michigan's LSTA Grant (2024-2025). We will work with an established vendor to digitize the remaining half of the collection. Digitization standards will be applied to the entire collection. We will catalog and host the digitized materials on Local History Online for public access and will share resources more broadly with Michigan Memories and the Digital Public Library of America (DPLA). Materials will be packaged for preservation as part of membership in the Michigan Digital Preservation Network. If awarded, funding would commence after July 1, 2026.

Since 2017, content pertaining to the Stebbins collection has represented 20% of our total reference requests. Collection users include homeowners and property developers who often must visit the library in-person and wait for staff to digitize materials on demand. Experience has shown that high interest collections may reflect as much as a 400% increase in use once available and accessible digitally. We expect the same for the Stebbins Collection.

HUM 105 Employee Recognition

July 20, 2022

For work performed at Capital Area District Libraries, in addition to the hourly or salaried wages, the following shall be paid as compensation to CADL's employees:

1. Service Awards – The CADL Board will recognize employees' years of service in five-year increments at the CADL Conference. Employees reaching 5 years of service, 10 years of service, 15 years of service, 20 years of service, etc. will be recognized with a CADL Service pin and a \$54.14 bonus taxes will be taken out of the bonus amount.

Years of service will be counted beginning with CADL inception on January 1, 1998 and can be either part-time or full-time years.

2. Retirement – Upon retirement, any employee who has worked for CADL for at least ten (10) years may choose to receive a retirement celebration.
3. McConnell Award – Each year the CADL Board will select up to two employees to receive the Dr. L. Robert McConnell Staff Award. One award recognizes exceptional customer service and the other award recognizes innovation by the employee. Employees are nominated by their coworkers to receive the award. Managers are not eligible. The employees selected will receive the award and a bonus of \$541.42 at a ceremony in their honor. Taxes will be taken out of the awarded amount. The cost of such ceremony shall not exceed \$1,082.84.
4. Director's Award – Employees who make a significant contribution to CADL may be recognized by the library Director with a \$108.28 bonus any time during the year. Taxes will be taken out of the bonus amount. The employee's contribution will also be featured on the Linc.

CAPITAL AREA DISTRICT LIBRARIES
HUM 201 DIRECTOR SUCCESSION POLICY
SEPTEMBER 20, 2023

Succession planning includes planning for contingencies, preparing existing staff to move into vacant positions, and specific procedures to follow in the event of a temporary absence or permanent vacancy.

Authority

The Capital Area District Libraries Board is responsible for employing the Executive Director. Specific terms for the Executive Director's employment, termination, and resignation are given in the Executive Director's employment contract.

Position Requirements

In order to qualify for Public Library State Aid, CADL must employ an Executive Director with a Librarian's Permanent Professional Certificate. This certificate is granted to a person who has the following qualifications:

- A bachelor's degree from a college or university accredited by a regional accrediting body, and
- A master's degree or its equivalent from a library school accredited by the American Library Association, and
- Following completion of the educational requirements, 4 years of satisfactory professional experience in a library or libraries approved by the Library of Michigan.

Documentation

Documentation of the current policies, procedures, and the status of current projects is needed to ensure a smooth transition. The Executive Director is responsible for keeping all library documentation up to date. Written documentation for strategic plans, policies, and procedures will be created and revised as appropriate. This documentation will be given to the Library Board for discussion, review and approval on a scheduled basis. The HR Director will ensure that job descriptions for all managers and staff members are kept up to date. Managers will prepare written monthly reports of their activities.

Development

Library Managers will be encouraged to participate in leadership training offered by library associations, educational institutions, and other organizations. Library Managers will be encouraged to develop new skills and to take on new responsibilities leading to expanded leadership positions. The Executive Director is responsible for encouraging managers to stay aware of new trends and developments.

Temporary Absences

During the absence of the Executive Director, the Assistant Director is

authorized to sign checks, purchase requisitions, letters of hire, leave requests, vacation requests, banning letters and other administrative paperwork that the Executive Director is authorized to sign.

In the absence of both the Executive Director and Assistant Director, administrative decisions regarding implementation of existing policies and procedures are the responsibility of staff members in the following order:

Collection Development Director
Finance Director
Technology Director
Downtown Lansing Library Head
Downtown Lansing Library Supervising Librarian

Emergency Replacement of the Executive Director

In the event of a sudden loss of the Executive Director, the procedures will be as follows:

1. The Library Board Chair will call a special meeting of the Library Board.
2. The Library Board will designate one staff person to be Interim Executive Director. That person shall carry out the duties and responsibilities of the Executive Director and be paid a commensurate salary.

Procedure to Replace the Executive Director

When a vacancy is declared, either through sudden loss including termination or through a planned departure such as resignation or retirement, the process to replace the Executive Director will be as follows:

1. The Board Chair will appoint a Search Committee composed of three board members, the HR Director, and two staff members. The Search Committee will:
 - review the job description and propose any changes to the Library Board,
 - develop a profile for desired qualifications,
 - establish a hiring schedule,
 - identify other relevant information needed for the process.
2. The Search Committee will determine where and when the position is advertised. It is recommended that the search be conducted on a national basis with position notices posted on list-serves such as Publib-L, Michlib-L, etc. Advertisements may also be posted on the CADL, MLA and American Libraries web sites. Minimum requirements for the position will be included in the position announcement.
3. The Search Committee will review the applications, check references,

qualifications, and other background information and select the most qualified candidates to be interviewed by the Library Board. The process will be designed to ensure that there are at least three finalists for the position.

4. Interviews with the Library Board will be held at posted meetings that are open to the public. The interview schedule will include an opportunity for the candidate to meet and talk with library staff. In addition, the candidate will be offered an opportunity to visit some of CADL's branches.
5. The Library Board will select the new Executive Director. The Chair of the Library Board and the Library's Attorney will negotiate the conditions of employment with the candidate and prepare an employment contract subject to the approval of the Library Board.
6. If necessary, the Library Board will designate an Interim Director to serve for the time between the final date of employment of the current Executive Director and the beginning date of the new Executive Director. That person shall carry out the duties and responsibilities of the Executive Director and be paid a commensurate salary.

Resources:

1. [Hiring a Library Director: Steps for Library Board Members - Tennessee](#)
2. [Employing a New Library Director - Washington State](#)

CAPITAL AREA DISTRICT LIBRARIES
HUM 202 EVALUATION OF THE
CAPITAL AREA DISTRICT LIBRARY EXECUTIVE DIRECTOR
NOVEMBER 15, 2023

Procedure Overview

The Capital Area District Libraries (CADL) Board is solely responsible for developing, implementing, and accomplishing the evaluation of the Executive Director of CADL. The annual evaluation process provides an opportunity for the Library Board and Executive Director to refresh or reach mutual goals for the upcoming year.

The Chair of the CADL Board will appoint a three-person committee in September responsible for organizing and ensuring that the evaluation process is completed within the time frame indicated in the evaluation procedure.

The committee is responsible for reviewing the evaluation process and documents each year. Any recommended changes will be brought to the Board and voted on at the December meeting for use in the next evaluation cycle.

The evaluation procedure and documents adopted in December will be used for the Executive Director's evaluation that takes place in March of the following year. The documents, if amended, will be distributed to the Executive Director shortly after the December meeting.

The evaluation process includes three parts:

1. The CADL Board will evaluate the Executive Director
2. The Library Director will complete a self-evaluation using the same evaluation document as the Board.
3. The Management Team and the Branch Heads will evaluate the Executive Director.
The Management Team consists of:

Assistant Director
Collection Development Director
Finance Director
Human Resources Director
Marketing and Communication Director
Technology Director
Operations Director

CADL will use this procedure and accompanying forms to complete the Executive Director's evaluation.

Evaluation Procedure

1. The evaluation committee will distribute the CADL Board Evaluation of the Executive Director document to the Library Board members at the February Library Board meeting. The Executive Director will receive a copy of the document in January so they can review and complete it by the February Board meeting when they present their report to the Library Board.
2. At the February Library Board meeting, the CADL Executive Director will provide the Board with a written and oral report including information regarding the status of CADL and informing the Board of their accomplishments in meeting the established goals of CADL. This report should include, but is not limited to, the following information:
 - Statistical Report: A year-end compilation of statistics provided by the Director in the monthly report. i.e., circulation figures, registered patrons, technical services, outreach attendance, Mobile Library stops and usage, data base use, electronic users, library program attendance, equal opportunity as it relates to staff composition.
 - Financial Report: The current status of the budget, correlating it to expenditures towards CADL goals as well as information on the grants applied for and received.
 - Community Relations Report: Meetings or interactions with local municipalities, governmental agencies, and the efforts/meetings with the Friends of the Library Groups. Some information on what has been done to build community support for CADL should also be included.
 - New Services, Technology Report: Any new services or technology developed or implemented during the year.
 - Goals: Goals that the Executive Director set at the beginning of the evaluation year as they pertain to the operation of CADL and how those goals were achieved and describe the goals set for the upcoming year.
 - Additional Information: Should include any additional information that the Director thinks the Board should know about that directly impacts their evaluation.
3. The day after the February Library Board meeting, the CADL Staff Evaluation of the Executive Director document will be distributed electronically to the Management Team and Branch Heads. The Executive Director will be provided with a copy of the evaluation; however, it is not necessary that they review and complete this evaluation by the March Board meeting when the evaluation will take place. The evaluation will be

created and conducted in such a way that the Management Team and Branch Head respondents are anonymous.

4. The CADL Board, Management Team and Branch Heads are encouraged to complete the evaluation within two weeks. If a Board or designated Staff member neglects to return the evaluation document by the deadline indicated, the process will begin without it, and it will not be included in the compilation.
5. The evaluation committee will compile the results from the CADL Board, Management Team, and Branch Heads evaluations. The evaluation committee will use the individual ratings by the Board members/staff to arrive at a consensus rating for the Director. Board members' comments will be given verbatim as part of the compiled evaluation and the comments will be labeled with the Board member's name. The compilation should be completed by the March Committee of the Whole meeting and distributed to the Board members and the Executive Director at that time. The Management Team and Branch Heads will not receive a compilation of their responses.
6. The evaluation of the Executive Director will take place at the March Board meeting, or Board meeting as mutually agreed between the Board and the Executive Director, with the entire Board present. The evaluation will take place in an open session unless the Director requests a closed session pursuant to the Open Meetings Act. A member of the evaluation committee will take the lead role in the evaluation discussions. They will review the results of the evaluations and the Director will have the opportunity to respond to the Board's/staff's evaluation at that time. The discussions will then be opened to all of the Board members.
7. The Executive Director, the Chair of the Library Board and the representatives from the evaluation committee will sign a document indicating that the evaluation took place.

Capital Area District Library

Executive Director's Evaluation

The Director's performance has been reviewed for the period January 1, 2023 through December 31, 2023. A compilation of the evaluation documents used are attached.

Executive Director

Date _____

Board Chairperson

Date _____

Evaluation Committee Rep.

Date _____

Evaluation Committee Rep.

Date _____

Capitol Area District Library Board Evaluation of Executive Director

This assessment tool is designed to help the Library Board and the Executive Director focus on the particular strengths and challenges of the Executive Director's performance. Each participant has a different and valuable perspective that can inform the other and lead to increased understanding and a more effective performance for both. This can be the basis for a dialogue that will build a stronger partnership between the Board and Executive Director.

NAME: _____ DATE: _____

How well do you feel the CADL Executive Director carries out the following? Before rating consider your knowledge of these factors. Please mark the appropriate response for each of the following statements using this scale:

5 = Excellent, 4 = Good, 3 = Fair, 2 = Poor, 1 = Very Poor, N = No opportunity to observe

(NOTE: If you use a rating of 1 or 2, we request comment or explanation; comments are appreciated on ratings of 3, 4, and 5. Use a separate sheet of paper if you need more room.)

ADMINISTRATIVE SKILLS

▼ STATEMENT	RESPONSE ►	5	4	3	2	1	N
1. Evaluates problems and issues objectively and makes timely informed decisions							
2. Establishes goals that are realistic and appropriate for the resources available							
3. Works with the staff, Finance Committee, and the Board in preparing a balanced budget; sees that CADL operates within budget guidelines							
4. Maintains official records and documents, and ensures compliance with federal, state, and local regulations and reporting requirements							
5. Pursues grant proposals and other sources of new funding for the library							
6. Directs the maintenance of the library building and grounds and recommends future space and equipment needs							
7. Negotiates contracts and agreements that are consistently beneficial for CADL							
8. Communicates information regarding current and new services to the public							

COMMENTS:

BOARD RELATIONSHIP

▼ STATEMENT	RESPONSE ►	5	4	3	2	1	N
1. Keeps the Board informed and up-to-date on important factors that influence the condition of CADL							
2. Is receptive to Board members' ideas and suggestions							
3. Makes sound recommendations for Board action							
4. Demonstrates appropriate and timely execution of Board decisions							
5. Communicates with the Board when goals of CADL need to be adjusted							

COMMENTS:**COMMUNITY RELATIONS**

▼ STATEMENT	RESPONSE ►	5	4	3	2	1	N
1. Serves as an effective spokesperson for CADL by communicating with legislators, local governmental leaders, and organizations to enhance and promote library services							
2. Maintains constructive relationships with members of the local media							

COMMENTS:**INITIATIVE AND LEADERSHIP**

▼ STATEMENT	RESPONSE ►	5	4	3	2	1	N
1. Maintains an adequate knowledge of current state of the art library technological developments							
2. Ensures that CADL has adequate technology resources							
3. Seeks advice and consultation on goals, programs, plans, and procedures							

COMMENTS:

INTERPERSONAL SKILLS

▼ STATEMENT	RESPONSE ►	5	4	3	2	1	N
1. Represents the library in a positive and professional manner							
2. Actively promotes the library to the public							
3. Accepts public criticism and responds accordingly							
4. Provides support for the work of the Friends of the Library groups							

COMMENTS:**PERSONNEL MANAGEMENT**

▼ STATEMENT	RESPONSE ►	5	4	3	2	1	N
1. Recruits and hires competent staff members							
2. Places adequate emphasis on EOE/Affirmative Action in CADL's hiring process							

COMMENTS:**PERSONAL AND PROFESSIONAL ATTRIBUTES**

▼ STATEMENT	RESPONSE ►	5	4	3	2	1	N
1. Speaks and writes effectively							
2. Holds membership and/or leadership positions in professional organizations and associations							
3. Participates in workshops and conferences							

COMMENTS:

OVERALL PERFORMANCE

1. What do you regard as the strengths of the Executive Director?

2. What do you think of the initiatives that were taken to strengthen the library this year?

3. How could the performance of the Executive Director be improved?

4. What has been the Executive Director's most significant achievement(s) in the last year?

5. What goals might you suggest for next year?

Additional comments:

Capitol Area District Library Staff Evaluation of Library Executive Director

This assessment tool is designed to help the Management Team and Branch Heads to focus on the strengths and challenges of the Executive Director's performance. It will provide the Executive Director with information that will help lead to increased understanding and a more effective performance for both the Executive Director and the Staff. It is not designed to be a tool to vent frustrations, nor is it a mechanism to relate a particular grievance that would be more appropriately handled in other ways.

How well do you think the CADL Executive Director carries out the following? Please mark the appropriate response for each of the following statements using this scale:

5 = Excellent, 4= Good, 3 = Fair, 2 = Poor, 1 = Very Poor, N = No opportunity to observe

(NOTE: If you use a rating of 1 or 2, we request comment or explanation; comments are appreciated on ratings of 3, 4, and 5. Use a separate sheet of paper if you need more room.)

▼ STATEMENT	RESPONSE ►	5	4	3	2	1	N
The Executive Director keeps all staff informed of the goals, policies, activities, etc. of CADL							
The Executive Director is well organized and does work in a timely manner.							
The Executive Director listens to and considers suggestions from staff on new programs, services or materials and is willing to suggest/present staff recommendations to the Board.							
The Executive Director conducts staff meetings on a regular basis.							
The Executive Director recognizes the staff for their efforts and accomplishments.							
The Executive Director supports staff development and educational opportunities.							
The Executive Director shows respect to the staff.							
The Executive Director displays skills in tact, diplomacy, and competence in maintaining a positive relationship with the public and staff.							
The Executive Director maintains open communication with staff.							
The Executive Director ensures that regular performance evaluations are held and documented.							
The Executive Director assists the branch heads in promotion of their libraries with community and local leaders.							

OVERALL PERFORMANCE

1. What do you regard as the strengths of the Executive Director?

2. What do you think of the initiatives that were taken to strengthen the library this year?

3. How could the performance of the Executive Director be improved?

4. What has been the Director's most significant achievement(s) in the last year?

5. What goals might you suggest for next year?

Additional comments:

Please return the completed evaluation document in the envelope provided. Do not include any identifying information.