

**Big Rapids Community Library  
Library Board Meeting Agenda  
AUG 14, 2025**

- Call to order
- Reading and approval of JUNE 2025 minutes
- Correspondence and Communications
- Public comment
- Director's Report
- Old/Unfinished business:

Strategic Plan

- New business:

Harm Reduction Vending Machine Contract

- Unscheduled Business
- Public Comment
- Adjournment
- Next Meeting: SEPTEMBER 11, 2025 at 5:30 pm

## REVENUE AND EXPENDITURE REPORT FOR CITY OF BIG RAPIDS

Balance As of 06/30/2025  
 % Fiscal Year Completed: 100.00

GL Number	Description	24-25 Amended Budget	YTD Balance 06/30/2025	Activity For 06/30/2025	Available Balance 06/30/2025	% Bdgt Used
<b>Fund: 271 LIBRARY FUND</b>						
<b>Account Category: Revenues</b>						
<b>Department: 000 SUBTOTAL</b>						
271-000-402.000	PROPERTY TAX-CURRENT ALLOCATED	195,900.00	186,148.73	(5,201.42)	9,751.27	95.02
271-000-412.000	PROPERTY TAX-PRIOR YEARS	0.00	(878.03)	0.00	878.03	100.00
271-000-567.000	STATE AID	17,000.00	12,311.38	6,234.20	4,688.62	72.42
271-000-642.000	SALES & SERVICES/GENERAL	1,000.00	739.90	69.93	260.10	73.99
271-000-642.300	SALES & SERVICE/NON-RESIDENT FEE	5,800.00	7,350.00	1,425.00	(1,550.00)	126.72
271-000-642.400	SALES & SERVICE/PHOTOCOPY	2,500.00	3,508.44	241.00	(1,008.44)	140.34
271-000-642.600	SALES & SERVICE/CCA	1,700.00	1,700.00	0.00	0.00	100.00
271-000-643.007	BIG RAPIDS TWP- 2/10 MILLAGE	35,000.00	36,384.53	0.00	(1,384.53)	103.96
271-000-658.100	COURT PENAL FINES	71,000.00	21,015.54	0.00	49,984.46	29.60
271-000-658.200	LIBRARY FINES	2,600.00	1,071.47	19.95	1,528.53	41.21
271-000-674.017	LIBRARY GRANTS	10,000.00	1,797.59	0.00	8,202.41	17.98
271-000-676.000	REIMBURSEMENTS	0.00	1,046.39	0.00	(1,046.39)	100.00
271-000-679.019	DONATIONS	3,000.00	14,250.51	43.52	(11,250.51)	475.02
271-000-679.600	DONATIONS-INCOME TAX	500.00	126.06	0.00	373.94	25.21
271-000-680.000	MISCELLANEOUS INCOME	2,000.00	5.00	0.00	1,995.00	0.25
271-000-687.000	INSURANCE REFUNDS	200.00	191.00	191.00	9.00	95.50
Total Dept 000 - SUBTOTAL		348,200.00	286,768.51	3,023.18	61,431.49	82.36
<b>Department: 008 INTEREST &amp; RENTS</b>						
271-008-665.000	INTEREST EARNED	200.00	353.76	0.00	(153.76)	176.88
Total Dept 008 - INTEREST & RENTS		200.00	353.76	0.00	(153.76)	176.88
<b>Department: 931 TRANSFER BETWEEN FUNDS-IN</b>						
271-931-699.101	CONTRIBUTION FROM GENERAL	287,000.00	287,000.00	71,750.00	0.00	100.00
Total Dept 931 - TRANSFER BETWEEN FUNDS-IN		287,000.00	287,000.00	71,750.00	0.00	100.00
Revenues		635,400.00	574,122.27	74,773.18	61,277.73	90.36
<b>Account Category: Expenditures</b>						
<b>Department: 265 PUBLIC BUILDINGS</b>						
271-265-705.000	SALARIES-SEASONAL	200.00	25.70	0.00	174.30	12.85
271-265-710.000	DPW SERVICES	6,000.00	6,000.00	500.00	0.00	100.00
271-265-715.000	EMPLOYER FICA	100.00	1.96	0.00	98.04	1.96
271-265-732.000	OPERATIONAL SUPPLIES	2,000.00	893.68	225.60	1,106.32	44.68
271-265-801.000	CONTRACTED SERVICES	2,500.00	2,525.28	71.39	(25.28)	101.01
271-265-801.012	CONTRACTED SERVICES ELEVATOR	7,200.00	7,461.75	5,104.50	(261.75)	103.64
271-265-920.000	PUBLIC UTILITIES	16,500.00	19,693.09	2,761.32	(3,193.09)	119.35
271-265-930.000	OPERATIONAL REPAIRS & MAINT.	5,000.00	5,106.72	993.65	(106.72)	102.13
271-265-943.000	EQUIPMENT RENTAL	1,500.00	1,653.12	21.51	(153.12)	110.21
271-265-977.000	EQUIPMENT	5,500.00	1,829.30	0.00	3,670.70	33.26
Total Dept 265 - PUBLIC BUILDINGS		46,500.00	45,190.60	9,677.97	1,309.40	97.18
<b>Department: 790 COMMUNITY LIBRARY</b>						
271-790-702.000	SALARIES	122,900.00	125,595.90	14,733.78	(2,695.90)	102.19
271-790-703.000	SALARIES/PART-TIME	92,500.00	98,146.72	12,757.72	(5,646.72)	106.10
271-790-715.000	EMPLOYER FICA	15,400.00	16,484.25	1,883.68	(1,084.25)	107.04
271-790-717.000	EMPLOYER HEALTH INSURANCE PREMIUMS	37,200.00	38,401.67	2,507.93	(1,201.67)	103.23
271-790-718.000	INSURANCE-UNEMPLOYMENT COMP.	150.00	51.92	11.54	98.08	34.61
271-790-719.000	INSURANCE-WORKERS COMP.	500.00	487.87	0.00	12.13	97.57

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GL Number	Description	24-25 Amended Budget	YTD Balance 06/30/2025	Activity For 06/30/2025	Available Balance 06/30/2025	% Bdgt Used
<b>Fund: 271 LIBRARY FUND</b>						
<b>Account Category: Expenditures</b>						
<b>Department: 790 COMMUNITY LIBRARY</b>						
271-790-720.000	DB MERS RETIREMENT	30,100.00	30,099.60	2,508.30	0.40	100.00
271-790-720.300	DC MERS EMPLOYER CONTRIBUTIONS	12,200.00	12,437.38	1,458.79	(237.38)	101.95
271-790-732.000	OPERATIONAL SUPPLIES	8,000.00	7,245.19	367.26	754.81	90.56
271-790-732.008	COLLECTIONS-LIBRARY	525.00	334.90	0.00	190.10	63.79
271-790-732.013	FREE LIBRARY SUPPLIES/MATERIALS	1,500.00	1,296.19	492.00	203.81	86.41
271-790-801.000	CONTRACTED SERVICES	1,000.00	180.47	0.00	819.53	18.05
271-790-808.000	INDEPENDENT AUDIT FEES	700.00	692.30	0.00	7.70	98.90
271-790-814.000	INSURANCE COVERAGES	2,400.00	2,534.00	2,612.00	(134.00)	105.58
271-790-822.200	LTD/LIFE/ADD	650.00	573.49	0.00	76.51	88.23
271-790-860.000	TRAVEL EXPENSES	1,000.00	1,055.15	0.00	(55.15)	105.52
271-790-870.100	TRAINING	500.00	327.00	0.00	173.00	65.40
271-790-881.000	MARKETING	2,000.00	1,029.64	20.00	970.36	51.48
271-790-957.000	SUBSCRIPTIONS	8,000.00	8,257.74	317.62	(257.74)	103.22
271-790-958.000	MEMBERSHIPS	19,000.00	16,993.30	0.00	2,006.70	89.44
271-790-960.000	POSTAGE	50.00	0.00	0.00	50.00	0.00
271-790-977.901	SECURITY CAMERAS	5,000.00	5,000.00	0.00	0.00	100.00
271-790-980.000	OFFICE EQUIPMENT & FURNITURE	500.00	407.92	0.00	92.08	81.58
271-790-982.000	BOOKS	25,000.00	25,042.64	1,514.79	(42.64)	100.17
271-790-982.001	ALA GRANT EXP	10,000.00	8,357.54	0.00	1,642.46	83.58
271-790-982.300	AUDIO VISUAL	15,000.00	14,359.02	699.48	640.98	95.73
271-790-982.400	CHILDREN'S STORYTIME	1,000.00	783.89	339.00	216.11	78.39
271-790-982.600	SUMMER READING PROGRAM	2,000.00	1,450.06	1,450.06	549.94	72.50
271-790-982.700	ADULT PROGRAMMING	2,000.00	2,013.60	482.15	(13.60)	100.68
271-790-982.900	E BOOKS	18,000.00	17,996.98	0.00	3.02	99.98
Total Dept 790 - COMMUNITY LIBRARY		434,775.00	437,636.33	44,156.10	(2,861.33)	100.66
<b>Department: 966 TRANSFER BETWEEN FUNDS-OUT</b>						
271-966-995.101	CONTRIBUTION TO GENERAL	102,700.00	51,350.00	0.00	51,350.00	50.00
271-966-995.303	CONTRIBUTION TO LIBRARY DEBT SERVICE	66,300.00	66,300.00	16,575.00	0.00	100.00
Total Dept 966 - TRANSFER BETWEEN FUNDS-OUT		169,000.00	117,650.00	16,575.00	51,350.00	69.62
Expenditures		650,275.00	600,476.93	70,409.07	49,798.07	92.34
<b>Fund 271 - LIBRARY FUND:</b>						
TOTAL REVENUES		635,400.00	574,122.27	74,773.18	61,277.73	90.36
TOTAL EXPENDITURES		650,275.00	600,476.93	70,409.07	49,798.07	92.34
NET OF REVENUES & EXPENDITURES:		(14,875.00)	(26,354.66)	4,364.11	11,479.66	

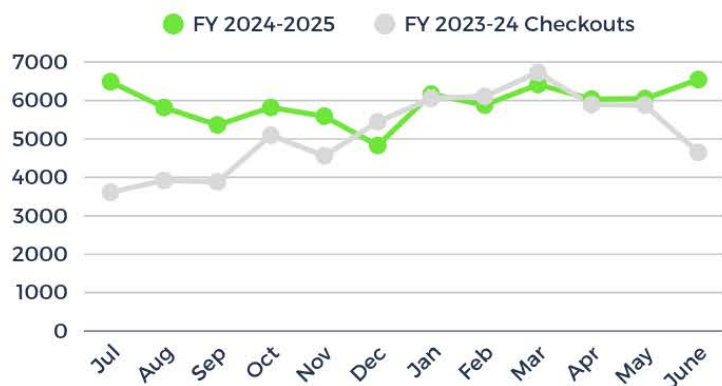


# Big Rapids Community Library

## MONTHLY REPORT FOR JUNE 2025

### CHECKOUTS

Our checkout numbers for **June** have increased over last year at **6,545**. (This number includes checkouts and e-resource usage; renewals are not included beginning in January 2024).



### PATRON VISITS

For **June** 2025, we had **3,754** patron visits. This month, we added **91** new library cards to the system and renewed **143**.



### PROGRAMS

In **June 2025** we held **29** programs, with **1386** attendees. Special programs included: Summer Reading Program,

### TAKEAWAYS

**3,754**

Patron Visits

**6,545**

Items checked out

**1,386**

Program attendees

**376**

Public computer sessions

**91**

New library cards

**143**

renewed library cards



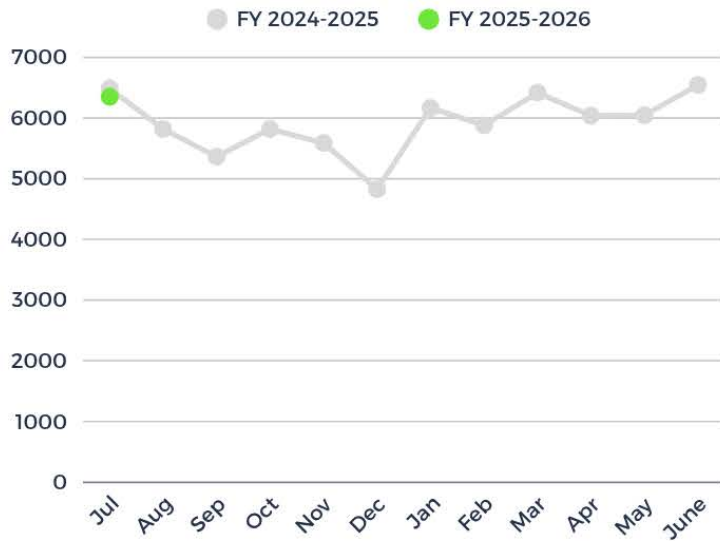


# Big Rapids Community Library

## MONTHLY REPORT FOR JULY 2025

### CHECKOUTS

Our checkout numbers for **July** are stable at **6,347**.



### PATRON VISITS

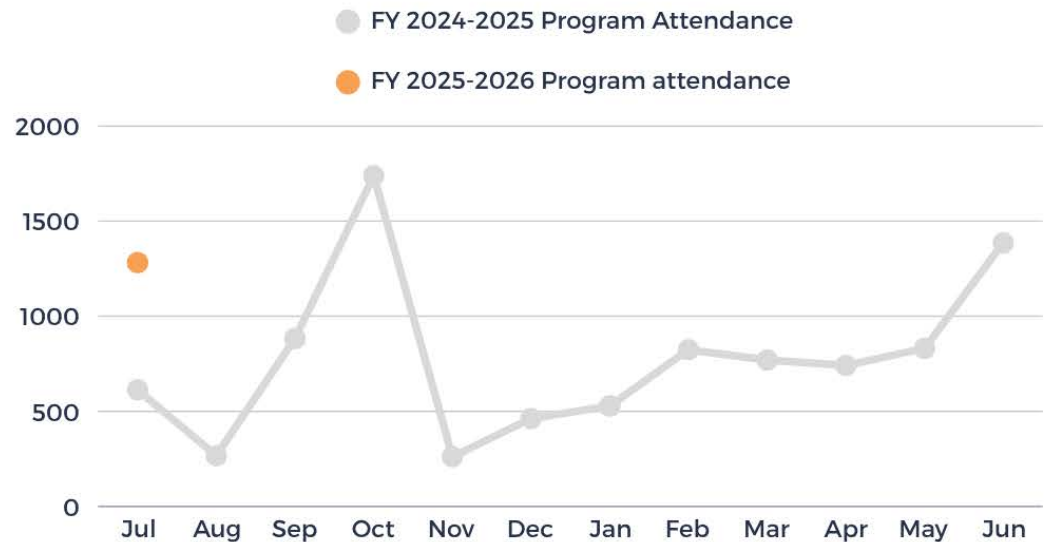
For **July** 2025, we had **3,960** patron visits. This month, we added **52** new library cards to the system and renewed **98**.



### PROGRAMS

In **July 2025** we held **31** programs, with **1,282** attendees.

Special programs included: Summer Reading Program,



### TAKEAWAYS

**3,960**

Patron Visits

**6,347**

Items checked out

**1,282**

Program attendees

**376**

Public computer sessions

**52**

New library cards

**98**

renewed library cards



# Big Rapids Community Library

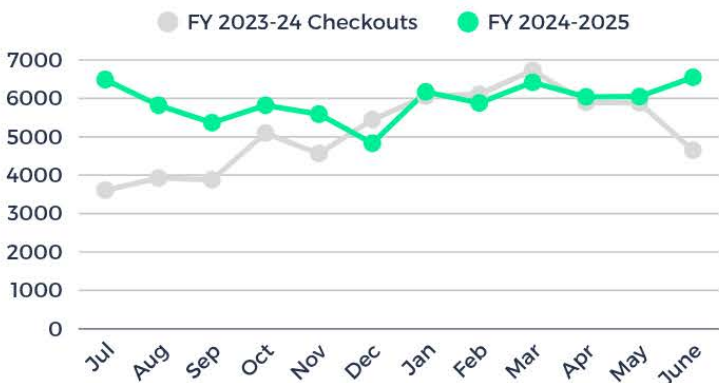
## MONTHLY REPORT FOR JUNE 2025: END OF FY 24-25

### CHECKOUTS

FY 23-24 Total = 61,821

FY 24-25 Total = 70,999

Increase of +14.8% in circulation

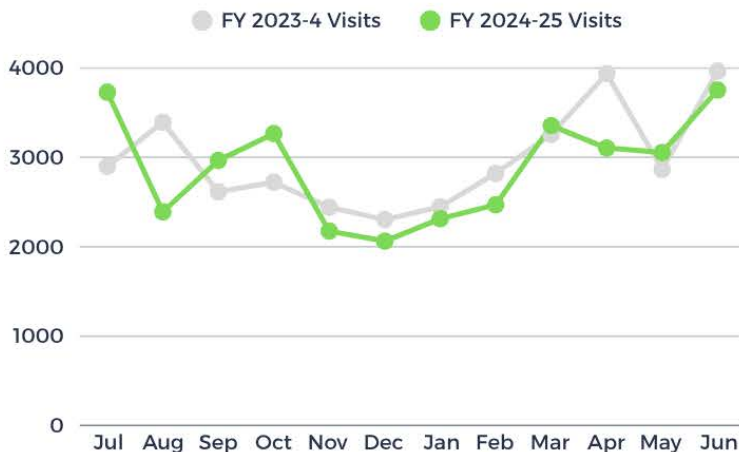


### PATRON VISITS

FY 23-24 = 35,669

FY 24-25 = 34,640

2.8% decrease in Patron Visits



### PROGRAMS

= +26.461% increase in  
program attendance

FY 23-24 = 7,358

FY 24-25 = 9,305



### TAKEAWAYS

A slight decrease in patron visits may be due to inaccurate recording by the gate count and the previous year spike due to eclipse traffic. Circulation and program attendance have increased.

**34,640**

Patron Visits

**70,999**

Items checked out

**9,305**

Program attendees

**7,798**

Website Visitors

**936**

New library cards

**1,029**

renewed  
library cards





# NATIVE WILDFLOWERS OF BIG RAPIDS

Emma Vandercar  
Ferris State University  
August 8, 2025







## Preface

This field guide is a collection of wildflowers found within the limits of Big Rapids Township. Each wildflower is essential for the diversity and conservation of our local ecosystems; It is incredibly important to protect and promote our native wildlife! The guide will live on the Big Rapids Public Library's website and can be viewed or downloaded by anyone interested. My intention behind making this was to create something easily accessible and educational that's still engaging and enjoyable. This guide will give you a look into our native wildflowers, what they do, where to find them, and a small part of their history. I had a lot of fun finding and photographing the specimens for this and I hope you enjoy!

- Emma



# COMMON MILKWEED

*Asclepias syriaca*

Milkweeds are a monarch's exclusive source for laying it's eggs! The caterpillars feed on milkweed for the entirety of the larval stage, ingesting the sap inside the leaves. The sap doesn't harm the caterpillars, but makes them toxic to their predators.

**Growing Season:**  
June-August

**Life Cycle:** Perennial

**Height:** 2-5 ft.

**Frequency:** Common

**Flower:** Round cluster of irregular flowers, pink/purple

**Habitat:** Roadsides, ditches, fields, sandy areas





# SWAMP MILKWEED

*Asclepias incarnata*

Swamp milkweed, like other milkweeds, is a great native for pollinators. The genus name *Asclepias* is an ode to the Greek god of medicine and healing: Aesculapius. Milkweeds have long been used in traditional medicine for a plethora of ailments.

**Growing Season:** June-September

**Life Cycle:** Perennial

**Height:** 2-4 ft.

**Frequency:** Uncommon

**Flower:** Flat cluster of irregular flowers, pinkish white/dark pink

**Habitat:** swampy or wet areas, marshes, riversides





# BUTTERFLY WEED

*Asclepias tuberosa*

Butterflyweed is a great food source for many butterflies! It's also a host plant for the Gray Hairstreak. Another common name for this plant is "pleurisy-root", as it was used to treat pleurisy in traditional medicine. The taproot of this plant is especially deep, hence the specific epithet *tuberosa*.

**Growing Season:** May-September

**Life Cycle:** Perennial

**Height:** 1-3 ft.

**Frequency:** Uncommon

**Flower:** Flat cluster of irregular flowers, orange/reddish orange

**Habitat:** dry, bright prairies, sandy areas, roadsides





# COMMON YARROW

*Achillea millefolium*

Yarrow is a favorite of some birds and a plethora of insects; Starlings like to use it in their nests and the insects like it for food. The genus name *Achillea* is in reference to a particular legend: Greek mythology's Achilles used Yarrow poultice to stop the bleeding of his soldiers wounds. This practice has ancient roots in traditional medicine.

**Growing Season:**  
April-October

**Life Cycle:** Perennial

**Height:** 1-3 ft.

**Frequency:** Common

**Flower:** Flat cluster of composite flowers, white or occasionally pale pink

**Habitat:** Dry and sunny areas, roadsides, fields, prairies





# SPOTTED JOE-PYE WEED

*Eutrochium maculatum*

Spotted Joe-pye weed is one of a few species of Joe-pye native to Michigan. It's a staple for pollinators and a good food source for butterflies in particular. It's believed that "Joe-pye" originates as the nickname of a colonial doctor. Their descent is argued, but ultimately unknown.

**Growing Season:**  
July-September

**Life Cycle:** Perennial

**Height:** 2-6 ft.

**Frequency:** Common

**Flower:** Flat cluster of composite flowers, pink/purple

**Habitat:** Ditches, riverbanks, wet meadows, marshes





# COMMON BONESET

*Eupatorium perfoliatum*

The leaves of Boneset were used to treat “break-bone fever” in colonial times. We know this today as dengue fever and it can cause aches that run bone deep. The name “Boneset” is used because tea made from the leaves could break the fever. *Perfoliatum* refers to the interesting perfoliate leaves.

**Growing Season:**  
June-October

**Life Cycle:** Perennial

**Height:** 1-4 ft.

**Frequency:** Common

**Flower:** Spike cluster of composite flowers, fuzzy looking cluster, white

**Habitat:** Wet meadows, swamps, ditches, low ground





# WILD BERGAMOT

*Monarda fistulosa*

Also known as bee-balm, wild bergamot is an important native for pollinators. This plant is a member of the mint family and the leaves can be used to make a minty tea. Some *Monarda* species are known for their citrusy undertones, with the name “bergamot” referencing a kind of citrus tree.

**Growing Season:**  
May-September

**Life Cycle:** Perennial

**Height:** 2-3 ft.

**Frequency:** Common

**Flower:** Round cluster of tubular (irregular) flowers, pale purple

**Habitat:** Dry or sandy areas, prairies, fields





# HORSEMINT (SPOTTED BEEBALM)

*Monarda punctata*

This species of Monarda is often pollinated by wasps! It attracts numerous pollinators, but the predatory wasps are beneficial in extirpating harmful insects from surrounding plants. Horsemint was grown as a substitute source of thymol (an antiseptic) when commercial thyme fields were destroyed in WWI.

**Growing Season:** July-October

**Life Cycle:** Perennial

**Height:** 1-4 ft.

**Frequency:** Uncommon

**Flower:** Round clusters of irregular flowers, yellow with purple dots

**Habitat:** Dry or sandy areas, dunes, fields





# CARDINAL FLOWER

*Lobelia cardinalis*

Cardinal Flower is one of Michigan's most vibrant, showy wildflowers! It's primarily pollinated by hummingbirds, making reproduction a bit difficult; don't dig up specimens in the wild. The term "cardinal" is derived from the bright red color of Roman Catholic cardinal robes.

**Growing Season:** July-September

**Life Cycle:** Perennial

**Height:** 2-3 ft.

**Frequency:** Rare

**Flower:** Spike cluster of irregular flowers, bright red

**Habitat:** Riversides, streambanks, wetlands, generally moist soil





# GREAT BLUE LOBELIA

*Lobelia siphilitica*

Great Blue Lobelia is a showy relative of Cardinal Flower; they're often found growing together. *L. siphilitica* is generally larger than other Lobelias and can rarely have white flowers. The roots were long believed to cure syphilis; this is where the specific epithet *siphilitica* comes from.

**Growing Season:**  
August-October

**Life Cycle:** Perennial

**Height:** 1-5 ft.

**Frequency:** Uncommon

**Flower:** Spike cluster of irregular flowers, bright or dark purple, occasional white stripe

**Habitat:** Riversides, streambanks, floodplains, wet woodlands





# BLUE VERVAIN

*Verbena hastata*

The genus *Verbena* is Latin for “sacred plant”, which refers to the ancient use of Vervain in traditional medicine. The leaves of this plant are considered antimalarial; it’s used in Southern Nigeria to treat malaria and some consider it as effective as the standard drug for treatment.

**Growing Season:** July-September

**Life Cycle:** Perennial

**Height:** 2-4 ft.

**Frequency:** Uncommon

**Flower:** Spike cluster of flowers, blueish purple to dark purple thin spikes

**Habitat:** Marshes, streambanks, thickets, swampy areas





# SHOWY TICK-TREFOIL

*Desmodium canadense*

This variety of Tick-trefoil is one of the most showy and full kinds! It's a host plant for several butterfly species, including Eastern Tailed-Blue, Silver-Spotted Skipper, and Hoary Edge. Tick-trefoil seeds have hooked hairs on them, often getting stuck on clothes or in fur.

**Growing Season:**  
July-September

**Life Cycle:** Perennial

**Height:** 2-6 ft.

**Frequency:** Common

**Flower:** Spike cluster of irregular flowers, bright pinkish purple, occasional pale pink

**Habitat:** Woodlands, prairies, riverbanks, dry or wet soil





# BLACK-EYED SUSAN

*Rudbeckia hirta*

Rudbeckia's can grow in almost any habitat and they're a top food source for pollinators! Black-eyed Susan's are a host plant for the Silvery Checkerspot caterpillars, who can camouflage themselves with the flower. The origin of "Susan" is unknown.

**Growing Season:**  
June-October

**Life Cycle:** Annual,  
biennial, or perennial

**Height:** 1-3 ft.

**Frequency:** Common

**Flower:** Composite  
flower head, brown  
disk florets, yellow ray  
florets

**Habitat:** Prairies,  
fields, roadsides, dry  
and open areas





# FLAT-TOP WHITE ASTER

*Doellingeria umbellata*

Asters are very important plants for pollinators! Flat-Top White Asters are host plants for Pearl Crescent and Silvery Checkerspot caterpillars. This plant can grow in forests, along rivers, or even amongst the rock shores of the Great Lakes. It can have up to 300 flowers on one plant.

**Growing Season:**  
August-September

**Life Cycle:** Perennial

**Height:** 1-6 ft.

**Frequency:** Uncommon

**Flower:** Flat cluster of composite flowers, yellow disk florets and white ray florets

**Habitat:** Moist forest clearings, riversides, meadows, ditches





# CANADA GOLDENROD

*Solidago canadensis*

There are over 20 native species of Goldenrod in Michigan and *S. canadensis* is one of the most common! All sorts of pollinators love this plant and it produces an abundance of nectar. Every part of this plant was used in traditional medicine for ailments ranging from fevers and burns to urinary and kidney diseases.

**Growing Season:**  
July-September

**Life Cycle:** Perennial

**Height:** 1-5 ft.

**Frequency:** Common

**Flower:** Spike cluster of small composite flowers, yellow and numerous

**Habitat:** Dry and sunny areas, roadsides, open fields, prairies





# EVENING PRIMROSE

*Oenothera biennis*

This flower opens in the evening, hence the name, and stays open until late morning the following day. It's often pollinated by hawk moths at night and bumblebees in the early morning. One of the seed oil components is anti-inflammatory and can be used to relieve atopic eczema.

**Growing Season:**  
June-September

**Life Cycle:** Biennial

**Height:** 1-8 ft.

**Frequency:** Common

**Flower:** Round cluster of regular flowers, larger yellow individual flowers

**Habitat:** Dry prairies, roadsides, fields



Found and Photographed by Kaylee Zerilli



# REFERENCES

All specimens found by Emma Vandercar unless otherwise marked.

All photos taken by Emma Vandercar unless otherwise marked.

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Foster, Steven., Duke, James A. (2014). *Peterson Field Guide to Medicinal Plants and Herbs: Eastern and Central North America*. Mariner Books, An Imprint of HarperCollins Publishers.

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# **Short Takes for Trustees**

## Strategic Planning

***Resource Guide***

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November 2014

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## **The Edge Toolkit**

<http://www.libraryedge.org/about-edge>

<http://newsbreaks.infotoday.com/NewsBreaks/Give-Your-Library-the-Edge-97094.asp>

<http://www.libraryedge.org/news-events/press-releases-media-coverage>

# tip sheet #3

## Tools for Trustees

### MISSION STATEMENTS

*by Nicholas Spillios, Alberta Library Trustees, Canada*

Have you ever wondered why your library exists? If you have, turn to your library's mission statement. It should give you the appropriate answer. And if it doesn't, now is an appropriate time for your library's Board of Trustees to review its statement.

#### **Mission statements should:**

1. Articulate the purpose for which a library exists.
2. Provide a focus for the library's activities.
3. Motivate the Board of Trustees, staff, volunteers, and donors.
4. Educate users about the library's importance and value.
5. Act as a public relations tool.

#### **Who is your audience? The mission is intended to embrace the broad spectrum of library audiences, including:**

customers/users  
library Board of Trustees  
staff  
decision makers/municipal and state bodies  
funders  
foundations  
volunteers  
Friends of the Library groups

#### **How does one write a mission statement?**

Writing a mission statement is a complex and demanding activity, requiring an assessment and appraisal of the library's importance by Trustees. Trustees taking on this task must have an awareness and true understanding of the library, the scope of its services, and expectations by the public which it serves. Keeping these factors in mind, the following points are useful to consider:

1. Mission statements succinctly articulate a library's purpose in clear and narrow terms. Keeping this fact in mind, we can move on to some useful and specific steps.

*continued on reverse*

2. Invite input from Trustees, staff, Friends, volunteers, and the public. Such input can provide support by key players.
3. Devote a special Board meeting to consider agreement on the mission. Brainstorm.
4. Consider the language you use. Be creative. Verbs that mission statements incorporate include “accomplish,” “embrace,” “implement,” “support,” “educate,” “sustain,” and “culture.” Purpose terms include “contribution,” “excellence,” and “access.” Try to incorporate such verbs and purposes in your statement.
5. Review the paragraph for clarity and succinctness. Is it too long? Too short? Do your Trustees agree that it covers the main points proposed? Hopefully, it is long enough and short enough to post in general library communication channels (i.e. library posters, newsletters, etc.).
6. Once you have completed the statement, get final approval from your Board.
7. Circulate the mission widely throughout the library system, using all available communication tools.

Here are two sample mission statements:

*The Mission of the Beekman Library shall be to assure effective, expanding, free library service for the community of Beekman and to lead citizens in anticipating their future needs for library services.*

*The function of the Kent Public Library is to provide the people of its community, from pre-school through maturity, with access to a balanced collection of books and other materials which will serve their educational, cultural and recreational needs.*

If you have done your homework and applied some or all of the above steps, your mission statement will not have to be reviewed for several years. Good luck!

For more information, see United for Libraries’ Toolkit #3, “Friends and Libraries: Working Effectively Together” in the Friends and Foundations Zone at [www.ala.org/altaff](http://www.ala.org/altaff). In addition, see the chapter on “Organizational Effectiveness” in *101+ Great Ideas for Libraries and Friends*, available in the Friends & Foundations Zone and the Trustee Zone.

### Acknowledgments

Abrahams, Jeffrey. *The Mission Statement Book*. Ten Speed Press, Berkeley, California, 1999.

Mid-Hudson Library System Member Libraries’ Mission Statements

Fritz, Joanne. Make Your Mission Statement Stand Out By Following These Simple Guidelines. About.com

Reh, F. John. How To Write A Mission Statement. About.com.management

*updated 5/13*

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## ULC Leadership Brief: Building Connected Communities

BY URBAN LIBRARIES COUNCIL

Excerpted from original publication.

Public libraries have established themselves as vital resources in a technology-driven world. “Today, no other institution rivals the significance of public libraries as technology gateways providing a wide range of resources that meet personal and professional needs, support local economies, and build stronger communities,” wrote Washington, DC, City Administrator Rashad Young and Urban Libraries Council President and CEO Susan Benton.

Technology is constantly evolving, bringing both opportunities and challenges. What is nice to have one day becomes essential the next. “Meeting the growing technology needs of our communities is an expensive fiscal challenge, but it absolutely has to be a priority,” said Pat Martel, city manager of Daly City, California, and president of the International City/County Management Association (ICMA). “The opportunities are what we can envision and the sky’s the limit.”

The pace of change and its immediate impact on daily life and economic success make the role of public libraries as trusted guides in a rapidly changing world increasingly vital. Every day, libraries offer programs, services, and resources that introduce the possibilities of technology, build digital literacy skills, and provide access for all.

This Leadership Brief highlights the role of libraries as community technology leaders who are uniquely qualified to bridge digital divides, support community priorities, and improve quality of life, working in close partnership with community leaders. It provides examples of how libraries are leveraging technology to deliver services that meet community needs and identifies six action strategies to achieve the best possible opportunities for the entire community.

### The 21st Century Technology Landscape

“The world is now mediated through a digital environment,” said Boston Public Library Interim President David Leonard. That new environment shapes how people interact with each other and organizations, how governments operate and deliver services, the skills needed to succeed in today’s workforce, how learners acquire and use knowledge, and the role libraries play in supporting community priorities. The following themes highlight the scope of today’s digital world and the library’s role in it.

**Technology is at the center of daily life.** Mobile devices, apps, social media, e-government, GIS, and online everything are norms for “doing life.” Economic, educational, and social success depend on being able to participate in the digital environment.

**Digital literacy is essential to navigating the knowledge economy.** Thriving in the digital world requires new skills ranging from basics, such as how to set up an e-mail account, use a mouse, or access the Internet, to more sophisticated skills, such as searching databases, applying for benefits online, accessing e-government services, or using a 3D printer. Digital literacy is particularly important for long-term economic

success, including finding a job and acquiring skills needed to thrive in the workforce.

**Technology is a catalyst for improved education outcomes.** Digital media engages learners in new ways, supports lifelong learning, and changes the way people manage information. Libraries are at the forefront of that education revolution. High-tech learning labs, web-based read-along programs and homework help, online tutorials for test preparation, and more contribute to improved education outcomes.

**Public libraries are uniquely qualified to bridge digital divides and ensure access to emerging technology.** Libraries bring a wealth of assets to the challenges of the 21st century digital environment, including their status as trusted community hubs, experience building literacy skills, track record for building partnerships, capacity to adapt to change, and ability to reach people where they are.

**High-speed broadband is increasingly essential in the digital world.** The Federal Communications Commission describes broadband as “the great infrastructure challenge of the early 21st century,” and “a foundation for economic growth, job creation, global competitiveness, and a better way of life.” Despite progress in broadband

### Challenges for Libraries as Technology Leaders

- Keeping up with the rapid rate of technology advances.
- Maintaining as close to a state-of-the-art technology infrastructure as possible with limited resources.
- Building staff competence to meet changing needs—competence that is different from traditional library skills.
- Telling the library’s story as a vital technology leader and using data and outcome measures to verify the story.



deployment, significant geographic and economic divides remain. More than 50 percent of households with incomes under \$30,000 and 53 percent of rural Americans lack access to broadband speeds needed to use high-quality voice, data, graphics, and video resources.

***Social media connects citizens and their government.*** Electronic alerts, an interactive website, and mobile apps help governments inform, engage, and connect with residents, build strong communities, and provide value.

## Libraries as Community Technology Leaders

Technology has changed the way libraries do business, connect with the communities they serve, deliver programs and services, and support community priorities. City Manager

Martel has seen the dramatic evolution of libraries during her 35 years in public service, including one stint as an interim library director. “Libraries have evolved from being places where people go to get books or magazines to serving as community centers of information in a variety of formats and gathering places where the public can share ideas, collaborate, learn, and prepare for success in life” Martel said.

Technology has made it possible for libraries to:

- Provide 24/7 access to library resources anytime, anywhere.
- Incubate new technologies and provide hands-on experience using the next essential thing.
- Broaden and deepen educational opportunities for people of all ages.
- Provide opportunities to create and publish content, invent, and collaborate in news way.
- Connect with people in the com-

munity who never walk into a library.

- Make the library website a one-stop online shop for databases, e-government services, learning tools, and more.
- Offer e-books and other downloadable media to library users.
- Contribute to improved quality of life in the communities they serve.

But libraries need to be strategic about how they use technology to meet community needs and deliver services by (1) leveraging technology to support identified strategic goals and (2) assessing how technology enhances existing priorities rather than defining technology as a separate set of activities. “Our

goal is to integrate technology into the everyday fabric of what the library is,” said Tammy Baggett, director, Durham County Public Library, Durham, NC.

The original full-length leadership brief can be found on the Urban Libraries Council website at <http://www.urbanlibraries.org/publications-pages-74.php>. Here you will find additional leadership briefs, which are four-page monographs that offer condensed analysis of critical issues driving library performance today. Topics include:

- Partners for Education
- Maximizing the Library-Foundation Partnership
- Library Priority: Community-Civic Engagement
- Five Leadership Roles for Library Trustees

## Strategies for Building Connected Communities

Libraries are essential to success in today’s digital environment. The resources and services they provide open doors of opportunity to people of all ages and from all economic backgrounds, demystify technology for new users, and give people the skills and support to participate in the digital environment.

The following six strategies provide a framework for collaborative action to build digitally inclusive, connected communities.

1. Intentionally align library technology services and resources with community priorities.
2. Ensure that technology is integrated into the library’s strategic focus.
3. Build a long-term digital strategy and regularly assess technology infrastructure, services, and community needs to support continued investment.
4. Establish partnerships that enhance the library’s capacity, impact, and ability to keep pace with technology changes.
5. Participate in critical discussions about community priorities, technology needs, and library roles.
6. Prepare for the future by incubating new technologies, engaging with technology experts, and encouraging innovation.
7. Encourage and support innovation and creativity in education that goes beyond traditional models and celebrate successes, no matter how small.





# United for Libraries

Association of Library Trustees,  
Advocates, Friends and Foundations  
*A division of the American Library Association*



## Short Takes for Trustees

### Succession Planning and New Board Orientation

***Resource Guide***

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November 2014

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# Board Succession Planning and Skills Analysis

A conscious Board will develop a succession plan that provides guidance on identifying and sourcing potential Board members who can fulfill key requirements. This succession plan helps appoint new directors quickly in a structured manner, and the Board can continue its business without disruption, meeting any business challenges that are encountered.

**When developing the succession plan for trustee, the key questions to be asked include:**

- What are these skills, talents and attributes that our organization requires?
- How do we find people with these skills, talents and attributes?
- Once we have found the people, how do we attract them to our Board?

**Identifying skills, talents and attributes.**

- How do we know what are the skills, talents and attributes we require on our library Board? It is crucial to match the method by which a person gets on the Board (elected, appointed or representation) with the organization's required set of skills, talent and attributes.
- Best practice in developing a succession plan involves developing an inventory of current trustees' skills, talents and attributes that are then matched against the requirements of the organization. Identifying the requirements of the organization will involve a mix of the professional skills that make up a high performance Board (accounting, legal, strategic etc), the talents that trustees will be required to use (e.g. networking, questioning skills, non judgmental, conscious awareness etc), and the attributes that each director represents (male/female, age, ethnicity, geographic location etc).

**Questions to ask your Board about Board Succession Planning**

- Do we have a formal approach to Board succession planning? Have we agreed on our required Board Skills, Talents and Attributes?
- Do we have agreed strategies for identifying potential trustees?
- What role should our library director have in Board succession planning?
- How do we attract high quality trustees to our Board?

Adapted from ConsciousGoverning.com at <http://www.conscious-governance.com/board-succession-planning-and-skills-analysis.html>

Board Planning Matrix													
		Name	Name	Name	Name	Name	Name	Name	Name	Name	Name	Name	Name
<b>Gender</b>													
Female													
35-50													
<b>Age</b>													
19-34													
35-50													
51-65													
66+													
<b>Race/Ethnicity</b>													
African American/Black													
Asian/Pacific Islander													
Caucasian													
Hispanic/Latino													
Native American/Indian													
Other													
<b>Community Connections</b>													
Religious organizations													
Corporate													
Education													
Media													
Political													
Philanthropy (Community Volunteers)													
Small business													
Social services													
Other													
<b>Qualities</b>													
Leadership skills/motivator													
Willingness to work/availability													
Personal connection to the mission													
<b>Personal Style</b>													
Consensus builder													
Good communicator													
Strategist													
Visionary													
Bridge builder													
<b>Areas of Expertise</b>													
Administration/Management													
Entrepreneurship													
Financial management: Accounting													
Financial management: Investments													
Fundraising													
Government													
Law													
Marketing, public relations													
Human resources													
Strategic planning													
Physical plant (architect, engineer)													
Real estate													
Special program focus (education, health, etc.)													
Technology													
Other													
<b>Number of years (Terms on the board)</b>													
<b>Board-Elected (BE) or Commission-Elected (CE)</b>													

## **Mecosta County Opioid Settlement Funds Sub-Award Agreement**

This sub-award agreement, effective August 25, 2025, is between the Big Rapids Community Library (the Sub-awardee) and District Health Department #10 (DHD#10).

As DHD #10 has a signed agreement with the Mecosta County Board of Commissioners to distribute and oversee the Mecosta County Opioid Settlement funds, this sub-award agreement provides for distribution in the amount of \$20,000 to the Big Rapids Community Library.

While doing work pursuant to this agreement, the Sub-awardee may have access to Protected Health Information (PHI). Both parties are committed to complying with the standards for privacy and Security of Individually Identifiable Health Information (the "Privacy & security Regulations") promulgated under the Health Insurance Portability and Accountability act of 1996 (HIPAA) and as HIPAA or the Privacy & security Regulations are updated, amended, or revised.

The parties agree as follows:

### **1. SERVICES**

1.1 Services. The Big Rapids Community Library shall perform the services described in Exhibit B and comply with all reporting requirements contained in Exhibit B.

### **2. FINANCIAL PROVISIONS**

2.1 Contractual Payments. Within 14 days of receipt of the signed Agreement funds will be disbursed from DHD #10 to the Big Rapids Community Library in the amount of \$10,000. The remaining \$ 10,000 will be disbursed by DHD#10 by November 15, 2025, upon documentation of expenditures related to the agreed upon scope of work. These grant funds are to be used exclusively for the purpose described in the grant application, and in accordance with the approved budget. In the unlikely occurrence that the grant program goals and objectives must be modified, written permission must be submitted to DHD#10 for approval before expenditure of funds.

### **3. PERSONAL HEALTH INFORMATION**

3.1 Services and Personal Health Information. If Sub-awardee's services involve the use and/or disclosure of Personal Health Information (PHI), then the Parties shall comply with all of the provisions contained in Exhibit C.

### **4. TERM AND TERMINATION**

4.1 Term. This Agreement shall become effective on the Effective Date and shall continue in effect until all obligations of the Parties have been met, unless terminated as provided earlier as provided elsewhere in this Agreement. In addition, if Sub-awardee will have access to PHI, then certain provisions and requirements, contained in Exhibit C, shall survive the expiration or other termination of this Agreement.

4.2 Termination. This Agreement shall terminate on September 1, 2026. In addition, either Party may terminate this Agreement at any time with or without cause by providing a not less than 30 day written Notice of Termination. The Notice of Termination shall state the date on which the termination becomes effective but shall be no earlier than 30 days from the date of mailing. The Notice of Termination shall be mailed to the other Party at the address contained in this

Agreement by first class mail, registered mail or certified mail. If Exhibit D is used, then the termination provisions of Exhibit D also shall apply. Such termination provisions are in addition to the foregoing and any termination provision in the Agreement may be used.

4.3 Transfer of Performance Upon Termination. Upon giving or receiving notice of termination, DHD#10 may require the Big Rapids Community Library to ensure that adequate arrangements have been made for the transfer of performance of the services, as stated in this Agreement, to another entity or to DHD#10, including the reasonable payments of any costs involved in such transfer out of compensation otherwise due Sub-awardee under this Agreement.

4.4 Liability for Default. Regardless of how this Agreement terminates, the Big Rapids Community Library shall be liable to DHD#10 for damages sustained by DHD#10 by virtue of any breach of this Agreement by Sub-awardee and DHD#10 shall be liable to Sub-awardee for damages sustained by Sub-awardee by virtue of any breach of this Agreement by DHD#10. The liability of Sub-awardee shall include, without limitation, liability of Sub-awardee for the disallowance by the federal government of the reimbursement of charges submitted by DHD#10 for services provided by Sub-awardee under this Agreement or for any other loss of grant funds where the disallowance or loss is in any way attributable to Sub-awardee, including the provision or maintenance by Sub-awardee of inadequate or erroneous records or billing documentation of services provided. If any reimbursement of charges is disallowed as a result of an audit by the federal government of Sub-awardee or DHD#10, the amount disallowed or lost must be paid by Sub-awardee to DHD#10 and shall be paid within thirty (30) days of a written or verbal demand by DHD#10.

## **5. INSURANCE**

5.1 Insurance Types and Coverage Limits. The Big Rapids Community Library shall, at all times throughout the Agreement Term, carry general liability insurance (property damage, bodily injury and with minimum liability coverage limits of \$1,000,000. All policies (other than workers' compensation and employer's liability insurance) providing such coverage shall name DHD#10 as an additional insured with respect to the Big Rapids Community Library's performance of services under this Agreement. The Big Rapids Community Library shall provide DHD#10 with certificates of insurance evidencing such coverage within thirty (30) days after execution of this Agreement, which certificates shall provide that DHD#10 shall receive thirty (30) days' advance written notice of any pending cancellation or non-renewal of any of the coverages required by DHD#10 pursuant to this Agreement. Insurance coverages that expire before the expiration of the Agreement Term shall be promptly renewed by the Library so that there is no gap in coverage and certificates of insurance evidencing such renewal coverage shall be provided to DHD#10 pursuant to the notice provisions set forth in Section 6.5 immediately upon renewal. The Library's failure to maintain insurance in the form and/or amounts required by DHD#10 pursuant to this Agreement shall be deemed a material breach of this Agreement and DHD#10 shall have the right thereupon to terminate this Agreement immediately in addition to any other remedy provided herein.

## **6. MISCELLANEOUS**

6.1 Exhibits. All Exhibits referenced in this Agreement are incorporated into this Agreement by reference. It is the intent of the parties that all Exhibits be attached hereto. However, the parties shall be bound by any Exhibit, which is not attached hereto.



6.2 Independent Contractor. The Big Rapids Community Library is an independent contractor and not an agent or employee of DHD#10. Sub-awardee has no authority to take any action on behalf of DHD#10.

6.3 Amendments; Waiver. This Agreement may not be modified, nor shall any provision hereof be waived or amended, except in a writing duly signed by authorized representatives of the Parties. A waiver with respect to one event shall not be construed as continuing, or as a bar to or waiver of any right or remedy as to subsequent events.

6.4 No Third-Party Beneficiaries. Nothing expressed or implied in this Agreement is intended to confer, nor shall anything herein confer, upon any person other than the Parties and the respective successors or assigns of the Parties, any rights, remedies, obligations, or liabilities whatsoever.

6.5 Notices. Any notices to be given hereunder to a Party shall be made via U.S. Mail or express courier to such Party's address given below, and/or (other than for the delivery of fees) via electronic transmission or facsimile to the contacts listed below.

If to Sub-awardee, to:  
The Big Rapids Community Library  
426 S Michigan Ave  
Big Rapids, MI 49307  
Attn: Lauren Perkins  
[lauren@bigrapidslibrary.org](mailto:lauren@bigrapidslibrary.org)

If to DHD#10, to:  
District Health Department #10  
521 Cobb St.  
Cadillac, MI 49601  
Attention: Donna Norkoli  
Email: [dnorkoli@dhd10.org](mailto:dnorkoli@dhd10.org)

Each Party named above may change its address and that of its representative for notice by the giving of notice thereof in the manner hereinabove provided.

6.6 Mutual Representations. Each party represents to the other party that: (a) all signatories have been duly authorized to execute this document and bind the parties to this Agreement and (b) in the performance of all obligations under this Agreement, no person shall be excluded from participation, denied any benefit or subjected to discrimination on the basis of race, creed, age, color, national origin or ancestry, religion, sex, or marital status (except where a bona fide occupational qualification exists). This obligation of nondiscrimination shall also apply to otherwise qualified handicapped individuals.

6.7 Counterparts; Facsimiles and Electronic Copies. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original. Facsimile and electronic copies hereof shall be deemed to be originals.

6.8 Hold Harmless. To the extent permitted by law, Sub-awardee shall hold, defend and indemnify DHD#10 and its officers and employees from and against any and all liability, loss, costs, damage and expense, including costs and attorney fees in defense thereof because of any actions, claims, lawsuits, damages, charges and/or judgments that arise out of or which are proximately caused

by Sub-awardee's performance or nonperformance its services or obligations described in this Agreement. Wherefore, the parties have executed this Agreement as of the Effective Date.

**District Health Department #10**

By: \_\_\_\_\_

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Title

\_\_\_\_\_  
Date

**Sub-Awardee**

**The Big Rapids Community Library**

By: \_\_\_\_\_

Lauren Perkins  
\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Title

\_\_\_\_\_  
Date

**List of Exhibits**

**Exhibit A**      Purpose of Project

**Exhibit B**      Scope of Work and Reporting Requirements

**Exhibit C**      Provisions for PHI

**Exhibit A****Purpose of the Project**

Harm reduction supplies reduce the risks for people using substances and their families.

The harm reduction vending machine will, in a low-barrier manner,

- offer a range of services, such as access to life-saving supplies like Narcan and fentanyl test strips, wound care kits, safe sex supplies, menstrual hygiene, etc.
- Supply education on safer administration methods, disease prevention, overdose prevention, wound care, etc.
- Provide linkage to care for infectious disease treatment and substance use disorders.

Grant Start Date	09/01/2025	Grant End Date	08/31/2026
Grant Contract Administrator	Lauren Perkins Big Rapids Community Library 426 S Michigan Ave Big Rapids, MI 49307		
Contact Info (phone and email)	<a href="mailto:lauren@bigrapidslibrary.org">lauren@bigrapidslibrary.org</a> Phone (231) 796-5234		
Reimbursement Method	One initial payment upon receipt of signed contract	Subrecipient, Contractor, or Recipient (non-federal) Designation	Subrecipient
Performance Level (if applicable)		Performance Target Output Measure	

**Exhibit B****Scope of Work and Reporting Requirements****Big Rapids Community Library**

**Period of Performance:** This sub-award time frame is for 12 months of the project period 09/1/2025 – 8/31/2026.

**Scope of Work:****Project Goals**

- In a low-barrier manner, offer a range of services, such as access to life-saving supplies like Narcan and fentanyl test strips, wound care kits, safe sex supplies, menstrual hygiene, etc.
- Supply education on safer administration methods, disease prevention, overdose prevention, wound care, etc.

<b>Activity</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Timeline</b>
<b>Establish partnerships to support efforts.</b>	Identify and contact agencies to partner.	Minimum of 4 agencies agreeing to partner.	By November 2025
Define what supplies the machine will offer and how these supplies will be funded and stocked in a sustainable manner.	Identify supplies from similar initiatives at already established locations.	Supplies will be ordered and stocked.	By December 2025
Work with Harm Reduction Vending Machine company to configure machine to fit supplies.	Identify Harm Reduction Vending Machine company and consult on supply configuration.	Approved supply configuration will be established.	By December 2025
Order/place machine.	Machine will be ordered.	Machine will be installed	By December 2025

**Method of Accountability:** Donna Norkoli, DHD #10 Regional Planning Manager will be responsible for signing off on all billing statements and payments and will be responsible for monitoring the progress and performance of the selected contractor in completing the tasks and deliverables.

**Budget**

Harm Reduction Vending Machine, additional taxes/fees     \$12,500.00

Temperature-controlled, outdoor machine with branding option and 350-item capacity. This machine has the capacity to have a code for additional safety controls, though the code would likely remain general and posted, such as "1111" for example to allow for low-barrier access.

## Supplies

Initial supplies \$5,000.00 Initial harm reduction supplies to stock vending unit.

Mailing costs of supplies \$200.00 Supplies must be mailed to the Vending Machine company for them to configure the machine before purchase

First year software costs \$600.00 Allows data tracking of machine usage.

First year Wi-Fi costs \$180.00 Allows data tracking of machine usage.

Misc. \$1,520.00 Possible Sharps Disposal subscription, depending on housing location. Any remaining funds can be used towards future software costs and Wi-Fi costs, supplies, etc.

Supplies Subtotal \$7,500.00

## Reporting Requirements:

1. Bi-annual Work Plan reports must be submitted to DHD #10, updated with activities and progress. A bi-annual report is due on January 15, 2026. The final report is due on July 15, 2026. Usage summary data will be reported from the Harm Reduction Vending Machine.

2. Program reporting requirements are to be submitted as requested by and to Donna Norkoli.

## **EXHIBIT C**

### **Provisions for Personal Health Information (PHI)**

For purposes of this Exhibit C, DHD#10 shall be called the "Covered Entity" and Sub-awardee shall be called the "Business Associate".

1. Term. This Agreement shall remain in effect for the duration of this Agreement and shall apply to all of the Services and/or Supplies delivered by the Business Associate pursuant to this Agreement.

2. HIPAA Assurances. In the event Business Associate creates, receives, maintains, or otherwise is exposed to personally identifiable or aggregate patient or other medical information defined as Protected Health Information ("PHI") in the Health Insurance Portability and Accountability Act of 1996 or its relevant regulations ("HIPAA") and otherwise meets the definition of Business Associate as defined in the HIPAA Privacy Standards (45 CFR Parts 160 and 164), Business Associate shall:

(a) Recognize that HITECH (the Health Information Technology for Economic and Clinical Health Act of 2009) and the regulations thereunder (including 45 C.F.R. Sections 164.308, 164.310, 164.312, and 164.316), apply to a business associate of a covered entity in the same manner that such sections apply to the covered entity;

(b) Not use or further disclose the PHI, except as permitted by law;

(c) Not use or further disclose the PHI in a manner that had DHD#10 done so, would violate the requirements of HIPAA;

(d) Use appropriate safeguards (including implementing administrative, physical, and technical safeguards for electronic PHI) to protect the confidentiality, integrity, and availability of and to prevent the use or disclosure of the PHI other than as provided for by this Agreement;

(e) Comply with each applicable requirements of 45 C.F.R. Part 162 if the Business Associate conducts Standard Transactions for or on behalf of the Covered Entity;

(f) Report promptly to DHD#10 any security incident or other use or disclosure of PHI not provided for by this Agreement of which Business Associate becomes aware;

(g) Ensure that any subcontractors or agents who receive or are exposed to PHI (whether in electronic or other format) are explained the Business Associate obligations under this paragraph and agree to the same restrictions and conditions;

(h) Make available PHI in accordance with the individual's rights as required under the HIPAA regulations;

(i) Account for PHI disclosures for up to the past six (6) years as requested by Covered Entity, which shall include: (i) dates of disclosure, (ii) names of the entities or persons who received the PHI, (iii) a brief description of the PHI disclosed, and (iv) a brief statement of the purpose and basis of such disclosure;

(j) Make its internal practices, books, and records that relate to the use and disclosure of PHI available to the U.S. Secretary of Health and Human Services for purposes of determining Customer's compliance with HIPAA; and

(k) Incorporate any amendments or corrections to PHI when notified by Customer or enter into a Business Associate Agreement or other necessary Agreements to comply with HIPAA.

3. Termination Upon Breach of Provisions. Notwithstanding any other provision of this Agreement, Covered Entity may immediately terminate this Agreement if it determines that Business Associate breaches any term in this Agreement. Alternatively, Covered Entity may give written notice to Business Associate in the event of a breach and give Business Associate five (5) business days to cure such breach. Covered Entity shall also have the option to immediately stop all further disclosures of PHI to Business Associate if Covered Entity reasonably determines that Business Associate has breached its obligations under this Agreement. In the event that termination of this Agreement and the Agreement is not feasible, Business Associate hereby acknowledges that the Covered Entity shall be required to report the breach to the Secretary of the U.S. Department of Health and Human Services, notwithstanding any other provision of this Agreement or Agreement to the contrary.

4. Return or Destruction of Protected Health Information upon Termination. Upon the termination of this Agreement, unless otherwise directed by Covered Entity, Business Associate shall either return or destroy all PHI received from the Covered Entity or created or received by Business Associate on behalf of the Covered Entity in which Business Associate maintains in any form. Business Associate shall not retain any copies of such PHI. Notwithstanding the foregoing, in the event that Business Associate determines that returning or destroying the Protected Health Information is infeasible upon termination of this Agreement, Business Associate shall provide to Covered Entity notification of the condition that makes return or destruction infeasible. To the extent that it is not feasible for Business Associate to return or destroy such PHI, the terms and provisions of this Agreement shall survive such termination or expiration and such PHI shall be used or disclosed solely as permitted by law for so long as Business Associate maintains such PHI.

5. No Third Party Beneficiaries. The parties agree that the terms of this Agreement shall apply only to themselves and are not for the benefit of any third party beneficiaries.

6. De-Identified Data. Notwithstanding the provisions of this Agreement, Business Associate may disclose non-personally identifiable information provided that the disclosed information does not include a key or other mechanism that would enable the information to be identified.

7. Amendment. Business Associate and Covered Entity agree to amend this Agreement to the extent necessary to allow either party to comply with the Privacy Standards, the Standards for Electronic Transactions, the Security Standards, or other relevant state or federal laws or regulations created or amended to protect the privacy of patient information. All such amendments shall be made in a writing signed by both parties.

8. Interpretation. Any ambiguity in this Agreement shall be resolved in favor of a meaning that permits Covered Entity to comply with the then most current version of HIPAA and the HIPAA privacy regulations.

9. Definitions. Capitalized terms used in this Agreement shall have the meanings assigned to them as outlined in HIPAA and its related regulations.



10. Survival. The obligations regarding PHI, which are imposed by this Exhibit D, shall survive any expiration or termination of this Agreement.

## Certificate Of Completion

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Megan Kujawa

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Lake City, MI 49651

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Lauren Perkins

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lauren@bigrapidslibrary.org

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Kevin Hughes

khughes@dhd10.org

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## In Person Signer Events

### Signature

### Timestamp

## Editor Delivery Events

### Status

### Timestamp

## Agent Delivery Events

### Status

### Timestamp

## Intermediary Delivery Events

### Status

### Timestamp

## Certified Delivery Events

### Status

### Timestamp

## Carbon Copy Events

### Status

### Timestamp

Donna Norkoli

dnorkoli@dhd10.org

Security Level: Email, Account Authentication  
(None)

### Electronic Record and Signature Disclosure:

Not Offered via Docusign

## Witness Events

### Signature

### Timestamp

## Notary Events

### Signature

### Timestamp

## Envelope Summary Events

### Status

### Timestamps

Envelope Sent

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If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

### **Consequences of changing your mind**

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

### **All notices and disclosures will be sent to you electronically**

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

#### **How to contact District Health Department #10:**

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: [dfisher@dhd10.org](mailto:dfisher@dhd10.org)

#### **To advise District Health Department #10 of your new email address**

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at [dfisher@dhd10.org](mailto:dfisher@dhd10.org) and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

#### **To request paper copies from District Health Department #10**

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to [dfisher@dhd10.org](mailto:dfisher@dhd10.org) and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

#### **To withdraw your consent with District Health Department #10**

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to [dfisher@dhd10.org](mailto:dfisher@dhd10.org) and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

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- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify District Health Department #10 as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by District Health Department #10 during the course of your relationship with District Health Department #10.