



**Library Commission Members**

Natalie Piernak, Chairman

Emma Howard, Vice-Chairman

William Rudd, Secretary

, Treasurer

Stephanie Jurva, Trustee

, Trustee

Lorie Barnwell, City Treasurer Trustee

**NOTICE**

**WARREN PUBLIC LIBRARY COMMISSION  
REGULAR MEETING  
Warren Civic Center Library  
Mark Twain Room  
1 City Square, Suite 100  
Warren, MI 48093**

PLEASE TAKE NOTICE THAT there will be a regular, in-person meeting of the Warren Public Library Commission on **Thursday, May 21, 2026 at 6:00 p.m.**

**CONTACT/ACCOMMODATIONS INFORMATION:**

\* If you require disability-related accommodations in order to participate in this meeting or event, please contact the ADA Coordinator by email - [adawarren@cityofwarren.org](mailto:adawarren@cityofwarren.org) or telephone - (586) 353-0565 at least 48 hours before the meeting or event.

**WARREN PUBLIC LIBRARY COMMISSION**  
**REGULAR MEETING**  
**WARREN CIVIC CENTER LIBRARY- MARK TWAIN ROOM**  
**1 CITY SQUARE, SUITE 100**  
**WARREN, MI 48093**  
**May 21, 2026**  
**6:00 p.m.**

- **Call to Order**
- **Roll Call**
- **Approval of Agenda**
- **Approval of Minutes**
  - **Special Meeting April 8, 2026**
  - **Regular Meeting April 16, 2026**
- **Financial Reports**
  - a. Monthly Line-Item Budget Report
  - b. Suburban Library Allocation Account
  - c. Branch Income Report
- **Director's Report**
  - a. **Statistics/Output Measures**
    - Monthly Library Statistics
    - Unique Management report
  - b. **Branch Updates**
    - **Busch** – Additional shelving installed May 6, 2026.
    - **Burnette** – Patron J. Hicks trespassed by police from using Warren libraries.
    - **Miller** – Library of Things now available for patrons to checkout
    - **Civic** – Teen Kits now available for patrons to checkout
  - c. **Current Projects**
    - Replacement of 4 HVAC units at Civic Center (see attached quote)
    - The construction of the new library is progressing (see attached photos)
    - Replacing of the EMCs (marques) at the Busch and Burnette branch bid set to be put out on BidNet. Possibly including the replacement of Miller branch's EMC.

- Landscaping service to now be performed by Landscaping Services for the Busch and Burnette branches.

**d. Services**

- Received check from SLC for ProPay credit transactions in the month of March 2026 totaling \$330.23.

**e. Staffing**

- **Civil Service**
  - Job Descriptions
- **New Hires/Departures –**
  - M. Northcott, Librarian Substitute departed on April 16, 2026
  - Request submitted to start process of filling vacant Office Assistant position due to staff transfer last month.
- **Staff Transfers –**
- **Short-term leave –**

**f. Marketing/Outreach**

- eNewsletter update: All programs listed in the eNewsletter for children, teens, and adults.
- Summer quarterly printing of Warren Today, Activity Guide soon to be mailed out to Warren residents.
- Outreach program focused on Warren residents; home delivery of materials to persons with disabilities and homebound - suspended temporarily.
- Two staff members attended Public Libraries Association annual conference held in Minneapolis, MN on March 31 – April 3, 2026 (see attached reports).

**g. Discussion items:**

- Status update on naming of the new branch
- Director and Commission Evaluation
- Ongoing Commission Training - Library of Michigan Trustee Manual Chapters 1 & 2 (see attached by-laws and document, also available at <https://www.michigan.gov/libraryofmichigan/libraries/admin/librarylaw/manuals/michigan-public-library-trustee-manual>)
- Commission Orientation Date
- Strategic Planning Services (see attached document)
- New Library Opening Plan (see attached document)

- **Audience Participation**

Members of the audience who would like to address the Library Commission this evening may do so under the audience portion. Patrons have 3 (three) minutes to speak.

- **Action Items:**

- Dress Code
- Remove \$2 charge for computer guest pass

- **Friends of the Warren Public Library**

- **S.L.C. Report**

- **Commissioner's Comments**

- **Next Meeting Date – June 18, 2026**

- **Adjournment**

WARREN PUBLIC LIBRARY COMMISSION

SPECIAL MEETING

WARREN CIVIC CENTER LIBRARY – MARK TWAIN ROOM

1 CITY SQUARE SUITE 100

WARREN, MI 48093

April 8, 2026

6:15 p.m.

1. **Call to Order:** Meeting was called to order at 6:15 p.m. by Natalie Piernak.
2. **Roll Call:**  
**Commissioners Present:** Lorie Barnwell, Emma Howard, Natalie Piernak, and William Rudd.  
**Also Attending:** R. Fox, City of Warren Controller, M. McCarville, Director of Warren Public Libraries, C. Murphy, City of Warren Attorney.  
**Absent:**
3. **Approval of Agenda:**
  - a. Barnwell motioned to approve the agenda, supported by Howard. The motion carried.
4. **Action Items:**
  - a. Barnwell motioned to approve the 2027 budget with the following amendments:
    - Change the six Circulation Clerk positions to Office Assistant with top of scale pay of \$47,964.
    - Reclassify the Senior Administrative Secretary - Library Position to Administrative Specialist – Library.
    - Remove the proposed wage increase for the Library Assistant – Outreach Grant.Howard supported. The motion carried.
5. **Audience Participation:** Audience members spoke in favor of the approved budget.
6. **Commissioner’s Comments:** Barnwell gave an update on the naming of the new branch. She received the legal document from Murphy and sent it to the family to review and sign.
7. **Next Meeting Date:** April 16, 2026
8. **Adjournment:** Rudd motioned to adjourn the meeting, supported by Howard. The motion carried. Meeting adjourned at 6:53 p.m.

WARREN PUBLIC LIBRARY COMMISSION

REGULAR MEETING

WARREN CIVIC CENTER LIBRARY – MARK TWAIN ROOM

1 CITY SQUARE SUITE 100

WARREN, MI 48093

APRIL 16, 2026

6:00 p.m.

1. **Call to Order:** Meeting was called to order at 6:02 p.m. by Natalie Piernak.
2. **Roll Call:**  
**Commissioners Present:** Lorie Barnwell, Emma Howard, Natalie Piernak, and William Rudd.  
**Also Attending:** M. McCarville, Director of Warren Public Libraries, C. Murphy, City of Warren Attorney and Henry Newnan, Ex Officio, Warren City Council Representative.
3. **Approval of Agenda:**
  - a. Howard motioned to approve the agenda, supported by Rudd. The motion carried.
4. **Approval of Minutes:**
  - a. **Regular Meeting March 23, 2026**
    - i. Howard motioned to approve the amended March 23, 2026 minutes, supported by Barnwell. The motion carried.
5. **Financial Reports:** McCarville reported on the financial state of the Warren Public Library Branches. YTD expenditures through March 31 were \$3,949,661.63. Branch reports included \$375 for room rental.
6. **Director's Report:**
  - a. **Unique Management:** Continuing to collect money for lost and missing items for the library system. This year 607 accounts have been submitted and we have recovered \$5,780.64 in cash.
  - b. **Branch Updates:** Busch, Burnette and Civic Center will be replacing their EMC signs. City Council approved the increase for security at Burnette.
  - c. **Current Projects:** The bid for magazines was awarded to Magazine Subscription Services. Construction of the new building is progressing and McCarville will be attending the on-site bi-weekly update meetings. They currently are working on the underground electrical and plumbing. They are still on track for completion by the end of November.

- d. Services: Received a check from SLC for ProPay credit transactions totaling \$1,002.68.
- e. Staffing: The Office Assistant at Burnette was transferred to the Controller's Office and the Office Assistant from Civic Center was transferred to Burnette.
- f. Marketing/Outreach: March is Reading month and 241 people participated in the monthlong challenge. Outreach included 16 class visits to the library and 12 school visits. Reports from two librarians who attended Spring Institute are included in the packet.
- g. Discussion items:
  - i. Name of new branch. Barnwell reached out to the Bailey family and they are still looking into it.
  - ii. Election of Officers will take place.
  - iii. Ongoing commission training will begin next month.
  - iv. Director and commission evaluations will be included in the board packet for approval. Discussion regarding timeline for evaluations. Piernak will reach out to HR for guidance.

**7. Audience Participation:**

There was discussion to confirm that ex officio members are nonvoting and welcome to sit at the table. An audience member stated that the City needs to pay for security, not the library. It was also suggested that we have a sewing program where people can learn how to do repairs like mending holes and replacing buttons and zippers.

**8. Action Items:**

**a. Election of Officers**

**Chairperson**

Howard nominated Piernak for the office of Chair. Piernak accepted the nomination. The Chair inquired if there were further nominations. There being none, nominations were declared closed.

The question being put to a vote, Piernak was elected Chair by unanimous consent.

**Vice -Chairperson**

Piernak nominated Howard for the office of Vice-Chair. Howard accepted the nomination. The Chair inquired if there were further nominations. There being none, nominations were declared closed.

The question being put to a vote, Howard was elected Vice-Chair by unanimous consent.

**Secretary**

Piernak nominated Rudd for the office of Secretary. Rudd accepted the nomination. The Chair inquired if there were further nominations. There being none, nominations were declared closed.

The question being put to a vote, Rudd was elected Secretary by unanimous consent.

**Treasurer**

Rudd nominated Barnwell for the office of Treasurer. Barnwell accepted the nomination. The Chair inquired if there were further nominations. There being none, nominations were declared closed.

The question being put to a vote, Barnwell was elected Treasurer by unanimous consent.

9. **Friends of the Warren Public Library:** Civic Center is weeding the Large Print collection and sent several boxes of discarded books to the Friends of the Library bookstore.
10. **S. L. C. Report:** McCarville attended the SLC Advisory Council meeting. We will be submitting our order for new computers by end of the month.
11. **Commissioner's Comments:** Barnwell discussed naming the special collections room after Mr. Palmer to highlight his contribution to the library and city.
12. **Next Meeting Date:** May 21, 2026
13. **Adjournment:** Rudd motioned to adjourn the meeting, supported by Howard. The motion carried. Meeting adjourned at 6:46 p.m.

# SUMMARY STATEMENT OF BUDGET, EXPENDITURES, AND ENCUMBRANCES

## CITY OF WARREN-LIBRARY

PERIOD 07/01/25 - 06/30/26

as of 3/31/2026

		<u>BUDGETED</u>	<u>CURRENT BUDGET</u>	<u>YTD EXPENDITURE</u>	<u>YTD ENCUMBERED</u>	<u>YTD UNENCUMBERED</u>	<u>% REMAINING</u>
271-9271-70300	APPOINTED OFFICIAL	151,961.00	151,961.00	144,091.95	0.00	7,869.05	5%
271-9271-70600	PERMANENT EMPLOYEES	1,573,587.00	1,573,587.00	1,317,414.04	0.00	256,172.96	16%
271-9271-70714	PERMANENT PART-TIME EMP	300,000.00	300,000.00	202,843.61	0.00	97,156.39	32%
271-9271-70900	OVERTIME	20,000.00	20,000.00	7,272.68	0.00	12,727.32	64%
271-9271-71000	SHIFT PREMIUM	17,000.00	17,000.00	7,655.99	0.00	9,344.01	55%
271-9271-71302	EDUCATION ALLOWANCE	25,000.00	25,000.00	26,833.33	0.00	(1,833.33)	0%
271-9271-71303	CLEAN/CLOTHING ALLOWANCE	9,200.00	9,200.00	10,066.67	0.00	(866.67)	0%
271-9271-71500	SOCIAL SECURITY	168,266.00	168,266.00	140,081.59	0.00	28,184.41	17%
271-9271-71900	EMPLOYEE INSURANCES	443,080.00	443,080.00	359,434.75	0.00	83,645.25	19%
271-9271-71904	RETIREE HEALTH INSURANCE	175,768.00	175,768.00	146,470.00	0.00	29,298.00	17%
271-9271-71905	H.S.A. EXPENSE	28,229.00	28,229.00	23,929.10	0.00	4,299.90	15%
271-9271-71906	SUPPL LIFE INSURANCE EXP	2,182.00	2,182.00	1,832.31	0.00	349.69	16%
271-9271-72100	LONGEVITY	48,053.00	48,053.00	41,075.06	0.00	6,977.94	15%
271-9271-72101	BONUS/SICK REDEMPTION	45,497.00	45,497.00	98,744.18	0.00	(53,247.18)	-117%
271-9271-72200	RETIREMENT FUND	290,226.00	290,226.00	241,860.00	0.00	48,366.00	17%
271-9271-72201	DEFINED CONTRIBUTION EXP	168,117.00	168,117.00	142,680.91	0.00	25,436.09	15%
271-9271-72401	UNIFORMS	0.00	0.00	0.00	0.00	0.00	0%
271-9271-72700	OFFICE SUPPLIES	90,000.00	90,000.00	37,297.62	35,672.82	17,029.56	19%
271-9271-72702	COPY MACHINE EXPENSE	20,000.00	20,000.00	11,258.21	4,469.76	4,272.03	21%
271-9271-80100	CONTRACTUAL SERVICES	406,700.00	417,700.00	165,302.69	49,567.35	202,829.96	49%
271-9271-80117	COOPERATIVE SERVICES	250,000.00	250,000.00	184,586.58	0.00	65,413.42	26%
271-9271-80130	LIBRARY COOP INDIRECT AID	75,000.00	75,000.00	37,363.10	0.00	37,636.90	50%
271-9271-80200	POSTAGE	4,500.00	4,500.00	19,373.97	165.45	(15,039.42)	0%
271-9271-80301	UNEMPLOYMENT COSTS	1,000.00	1,000.00	854.27	0.00	145.73	15%
271-9271-82201	DIGITAL VIDEO DISCS	21,200.00	21,200.00	9,825.58	0.00	11,374.42	54%
271-9271-82202	LIBRARY CIRCULATING MAT	127,000.00	127,000.00	52,614.90	0.00	74,385.10	59%
271-9271-82207	PERIODICALS	40,000.00	40,000.00	0.00	25,262.67	14,737.33	37%
271-9271-85300	TELEPHONE & RADIO	17,700.00	17,700.00	6,462.51	0.00	11,237.49	63%
271-9271-86100	MILEAGE	200.00	200.00	0.00	0.00	200.00	100%
271-9271-86300	VEHICLE MAINTENANCE	4,000.00	4,000.00	773.96	0.00	3,226.04	81%
271-9271-86400	CONFERENCES & WORKSHOPS	15,000.00	15,000.00	5,022.73	0.00	9,977.27	67%
271-9271-88011	MARKETING/PROMOTIONS - PRC	50,000.00	50,000.00	15,210.43	18,064.00	16,725.57	33%
271-9271-90200	BOOK BINDING	100.00	100.00	0.00	0.00	100.00	100%
271-9271-91000	INSURANCE & BONDS	52,600.00	52,600.00	43,833.30	0.00	8,766.70	17%
271-9271-92000	PUBLIC UTILITIES	250,000.00	250,000.00	173,555.25	0.00	76,444.75	31%
271-9271-93000	BUILDING MAINTENANCE	57,500.00	57,500.00	11,854.99	4,235.59	41,409.42	72%
271-9271-95000	ADMINISTRATIVE COSTS	293,900.00	293,900.00	244,916.70	0.00	48,983.30	17%
271-9271-96470	TRANS TO FUND 386 BOND PMT	107,112.00	107,112.00	107,110.45	0.00	1.55	0%
271-9271-96471	TRANS TO FUND 470 CIV CTR SC	0.00	0.00	0.00	0.00	0.00	0%
271-9271-97400	CAPITAL IMPROVEMENTS	379,000.00	3,077,738.00	190,958.48	2,512.67	2,884,266.85	94%
271-9271-98000	OFFICE EQUIPMENT	63,500.00	105,500.00	20,388.14	0.00	85,111.86	81%
271-9271-98100	VEHICLES	0.00	0.00	0.00	0.00	0.00	0%
271-9271-98200	BOOKS	352,000.00	352,000.00	244,801.28	0.00	107,198.72	30%
271-9271-98500	ARPA EXPENDITURES	0.00	38,205.00	17,189.11	0.00	21,015.89	55%
271-9271-98505	EMERGENCY CONNECTIVITY GR	0.00	0.00	0.00	0.00	0.00	0%

<b>TOTAL</b>	<b>6,144,178.00</b>	<b>8,934,121.00</b>	<b>4,512,840.42</b>	<b>139,950.31</b>	<b>4,281,330.27</b>	<b>49.49%</b>
--------------	---------------------	---------------------	---------------------	-------------------	---------------------	---------------

**SUBURBAN LIBRARY COOPERATIVE  
CENTRALIZED PURCHASING EXPENSE FORM**

**LIBRARY NAME:** Warren Public Library  
**BALANCE AS OF :** 4/9/2026

\$ 14,890.49

VENDOR	PURPOSE	AMOUNT
Unique Management Services (services for March 2026) Invoice # 6157449		\$ 84.50
		\$
		\$
		\$
		\$
		\$

**TOTAL EXPENSE REQUESTS**

\$ 84.50

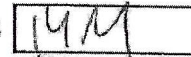
**NEW BALANCE AS OF :** 4/21/2026

\$ 14,805.99

**PLEASE ATTACH INVOICES OR SUPPORTING DOCUMENTATION OF EXPENSE REQUESTS**

**I VERIFY THAT THIS PERSON(S)/ITEM(S) HAVE NOT BEEN REIMBURSED/PAID FROM ANOTHER SOURCE**

**DIRECTOR'S SIGNATURE** 



**DATE** April 21, 2026



**SUBURBAN LIBRARY COOPERATIVE  
CENTRALIZED PURCHASING EXPENSE FORM**

**LIBRARY NAME:** Warren Public Library  
**BALANCE AS OF :** 4/30/2026

\$ 14,805.99

VENDOR	PURPOSE	AMOUNT
SLC materials Invoice # 119517		\$ 173.60
Motor City Aquarium - April maintenance invoice #4136		\$ 675.00
		\$
		\$
		\$
		\$
<b>TOTAL EXPENSE REQUESTS</b>		<u>\$ 848.60</u>
<b>NEW BALANCE AS OF :</b> <u>5/7/2026</u>		<u>\$ 13,957.39</u>

**PLEASE ATTACH INVOICES OR SUPPORTING DOCUMENTATION OF EXPENSE REQUESTS**

**I VERIFY THAT THIS PERSON(S)/ITEM(S) HAVE NOT BEEN REIMBURSED/PAID FROM ANOTHER SOURCE**

MM

**DIRECTOR'S SIGNATURE** 

**DATE** May 7, 2026

# BRANCH INCOME REPORT

2025/2026 Fiscal Year

INCOME	July	August	September	October	November	December	TOTAL
<b>Copy Machine</b>	\$ 3,127.78	\$ 3,629.68	\$ 3,208.94	\$ 3,556.04	\$ 3,269.02	\$2,938.93	<b>19,730.39</b>
<b>Video/DVD</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<b>0.00</b>
<b>Non-resident Fee</b>	\$ 164.00	\$ 175.39	\$ 131.39	\$ 218.06	\$ 194.34	\$165.37	<b>1,048.55</b>
<b>Fines</b>	\$ 529.37	\$ 1,238.61	\$ 761.19	\$ 714.92	\$ 994.96	\$ 1,043.24	<b>5,282.29</b>
<b>Lost Materials</b>	\$ 322.97	\$ 1,218.95	\$ 865.25	\$ 631.98	\$ 957.42	\$ 984.95	<b>4,981.52</b>
<b>Miscellaneous</b>	\$ 445.30	\$ 582.80	\$ 482.21	\$ 483.65	\$ 541.00	\$ 596.40	<b>3,131.36</b>
<b>Room Rental</b>	\$ 10.00	\$ 20.00	\$ -	\$ -	\$ 230.00	\$ 10.00	<b>270.00</b>
<b>Referral Fees</b>	\$ 100.00	\$ 206.00	\$ 246.17	\$ 174.37	\$ 187.66	\$ 104.22	<b>1,018.42</b>

INCOME	January	February	March	April	May	June	TOTAL
<b>Copy Machine</b>	\$ 2,824.49	\$ 3,053.99	\$ 3,664.89	\$ 2,986.22			<b>32,259.98</b>
<b>Video/DVD</b>	\$ -	\$ -	\$ -				<b>0.00</b>
<b>Non-resident Fee</b>	\$ 170.00	\$ 192.02	\$ 210.00	\$ 192.49			<b>1,813.06</b>
<b>Fines</b>	\$ 835.35	\$ 1,130.54	\$ 1,063.93	\$ 1,114.21			<b>9,426.32</b>
<b>Lost Materials</b>	\$ 337.15	\$ 887.43	\$ 791.10	\$ 1,194.15			<b>8,191.35</b>
<b>Miscellaneous</b>	\$ 495.50	\$ 521.20	\$ 563.70	\$ 523.00			<b>5,234.76</b>
<b>Room Rental</b>	\$ 50.00	\$ 20.00	\$ 375.00	\$ 40.00			<b>755.00</b>
<b>Referral Fees</b>	\$ 69.66	\$ 202.37	\$ 253.20	\$ 258.74			<b>1,802.39</b>

**TOTAL REVENUE**

**59,482.86**

## WARREN PUBLIC LIBRARY 2025 STATISTICS

### Physical Circulation

	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25	9/25	10/25	11/25	12/25	TOTAL
<b>Civic Center</b>	15,095	14,667	16,324	15,028	14,185	15,570	18,229	16,407	15,187	16,035	13,106	14,340	<b>184,173</b>
<b>Burnette</b>	1,161	1,327	1,452	1,064	1,191	1,087	1,259	1,325	1,311	1,462	1,396	1,294	<b>15,329</b>
<b>Busch</b>	1,665	1,544	1,728	1,746	1,763	2,031	2,490	2,194	1,940	2,138	1,904	1,828	<b>22,971</b>
<b>Miller</b>	5,671	5,287	6,459	5,854	5,487	5,463	6,509	5,936	5,229	5,473	4,586	4,829	<b>66,783</b>
<b>TOTAL</b>	<b>23,592</b>	<b>22,825</b>	<b>25,963</b>	<b>23,692</b>	<b>22,626</b>	<b>24,151</b>	<b>28,487</b>	<b>25,862</b>	<b>23,667</b>	<b>25,108</b>	<b>20,992</b>	<b>22,291</b>	<b>289,256</b>

### Digital Circulation

	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25	9/25	10/25	11/25	12/25	TOTAL
<b>Freegal</b>	1,826	2,670	2,758	2,331	1,962	1,885	2,269	1,983	2,207	2,046	2,369	2,354	<b>26,660</b>
<b>hoopla</b>	1,575	1,532	1,653	1,636	1,451	1,399	1,548	1,575	1,486	1,484	1,502	1,546	<b>18,387</b>
<b>Overdrive</b>	6,808	6,216	6,797	6,369	6,498	6,464	6,707	7,031	6,569	6,747	6,157	6,475	<b>78,838</b>
<b>TOTAL</b>	<b>10,209</b>	<b>10,418</b>	<b>11,208</b>	<b>10,336</b>	<b>9,911</b>	<b>9,748</b>	<b>10,524</b>	<b>10,589</b>	<b>10,262</b>	<b>10,277</b>	<b>10,028</b>	<b>10,375</b>	<b>123,885</b>

### Reference Questions

	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25	9/25	10/25	11/25	12/25	TOTAL
<b>Civic Center</b>	3,733	3,265	4,486	3,470	3,628	3,552	3,835	3,545	3,810	3,909	2,946	3,179	<b>43,358</b>
<b>Burnette</b>	482	357	375	385	359	281	323	325	518	373	256	267	<b>4,301</b>
<b>Busch</b>	261	319	292	290	238	223	196	191	191	244	144	110	<b>2,699</b>
<b>Miller</b>	608	545	644	456	461	618	592	579	413	447	341	301	<b>6,005</b>
<b>TOTAL</b>	<b>5,084</b>	<b>4,486</b>	<b>5,797</b>	<b>4,601</b>	<b>4,686</b>	<b>4,674</b>	<b>4,946</b>	<b>4,640</b>	<b>4,932</b>	<b>4,973</b>	<b>3,687</b>	<b>3,857</b>	<b>56,363</b>

### Door Count

	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25	9/25	10/25	11/25	12/25	TOTAL
<b>Civic Center</b>	8,839	10,604	11,921	11,139	10,341	9,952	12,194	10,960	11,449	10,367	6,542	7,791	<b>122,099</b>
<b>Burnette</b>	3,511	3,022	4,400	3,033	3,150	2,437	2,469	2,652	2,895	3,558	2,814	2,926	<b>36,867</b>
<b>Busch</b>	1,486	1,417	1,501	1,603	1,540	1,307	1,754	1,881	1,822	1,780	1,774	1,457	<b>19,322</b>
<b>Miller</b>	4,114	4,212	4,759	4,087	4,105	4,073	4,781	4,170	3,387	3,941	2,981	3,006	<b>47,616</b>
<b>TOTAL</b>	<b>17,950</b>	<b>19,255</b>	<b>22,581</b>	<b>19,862</b>	<b>19,136</b>	<b>17,769</b>	<b>21,198</b>	<b>19,663</b>	<b>19,553</b>	<b>19,646</b>	<b>14,111</b>	<b>15,180</b>	<b>225,904</b>

### \*Programs (total # of programs/total attendance)

	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25	9/25	10/25	11/25	12/25	TOTAL
<b>Civic Center</b>	29/580	25/420	28/776	30/751	30/694	18/424	39/937	16/347	29/747	39/914	20/364	20/400	<b>323/7,354</b>
<b>Burnette</b>	5/35	5/35	6/69	12/96	10/53	6/46	10/141	4/28	4/41	5/33	3/9	3/14	<b>73/600</b>
<b>Busch</b>	4/179	4/37	4/35	6/66	7/47	8/32	9/71	7/42	8/59	6/29	6/43	5/42	<b>74/682</b>
<b>Miller</b>	16/251	17/220	15/233	18/321	17/281	13/214	16/256	13/250	17/177	21/224	12/106	9/119	<b>184/2,652</b>
<b>TOTAL</b>	<b>54/1,045</b>	<b>51/712</b>	<b>53/1,113</b>	<b>66/1,234</b>	<b>64/1,075</b>	<b>45/716</b>	<b>74/1,405</b>	<b>40/667</b>	<b>58/1,024</b>	<b>71/1200</b>	<b>41/522</b>	<b>37/575</b>	<b>654/11,288</b>

## WARREN PUBLIC LIBRARY 2025 STATISTICS

### Patron Computer Use

	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25	9/25	10/25	11/25	12/25	TOTAL
<b>Civic Center</b>	1,037	859	959	863	956	932	1,057	1,019	1,048	1,038	786	805	<b>11,359</b>
<b>Burnette</b>	403	472	627	477	439	415	458	403	381	446	256	362	<b>5,139</b>
<b>Busch</b>	287	282	351	403	367	319	398	380	349	370	316	272	<b>4,094</b>
<b>Miller</b>	261	282	330	330	298	289	309	289	294	316	271	232	<b>3,501</b>
<b>TOTAL</b>	<b>1,988</b>	<b>1,895</b>	<b>2,267</b>	<b>2,073</b>	<b>2,060</b>	<b>1,955</b>	<b>2,222</b>	<b>2,091</b>	<b>2,072</b>	<b>2,170</b>	<b>1,629</b>	<b>1,671</b>	<b>24,093</b>

### Wi-Fi

	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25	9/25	10/25	11/25	12/25	TOTAL
<b>Civic Center</b>	8,824	7,169	8,902	9,304	9,682	8,183	12,751	11,976	11,940	12,754	9,037	9,729	<b>120,251</b>
<b>Burnette</b>	3,188	2,586	3,445	4,823	6,001	4,800	5,050	1,736	1,635	1,591	901	969	<b>36,725</b>
<b>Busch</b>	2,298	2,023	2,939	3,416	4,004	3,500	2,790	754	1,104	1,079	546	395	<b>24,848</b>
<b>Miller</b>	3,564	3,060	3,643	3,343	3,044	3,163	3,874	1,072	856	836	469	447	<b>27,371</b>
<b>TOTAL</b>	<b>17,874</b>	<b>14,838</b>	<b>18,929</b>	<b>20,886</b>	<b>22,731</b>	<b>19,646</b>	<b>24,465</b>	<b>15,538</b>	<b>15,535</b>	<b>16,260</b>	<b>10,953</b>	<b>11,540</b>	<b>209,195</b>

### Faxes

	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25	9/25	10/25	11/25	12/25	TOTAL
<b>Civic Center</b>	243	309	221	193	242	160	224	247	141	193	150	187	<b>2510</b>
<b>Burnette</b>	80	63	65	58	103	88	55	69	96	78	57	53	<b>865</b>
<b>Busch</b>	41	42	58	58	14	20	43	35	50	36	89	86	<b>572</b>
<b>Miller</b>	23	0	9	6	25	49	22	32	23	24	3	14	<b>230</b>
<b>TOTAL</b>	<b>387</b>	<b>414</b>	<b>353</b>	<b>315</b>	<b>384</b>	<b>317</b>	<b>344</b>	<b>383</b>	<b>310</b>	<b>331</b>	<b>299</b>	<b>340</b>	<b>4177</b>

### \*Copies/Prints

	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25	9/25	10/25	11/25	12/25	TOTAL
<b>Civic Center</b>	7,571	6,899	7,571	6,771	8,244	6,397	8,811	7,864	8,649	8,789	6,051	5,697	<b>89,314</b>
<b>Burnette</b>	4,847	4,822	5,820	5,171	4,640	5,740	5,313	5,490	5,604	5,683	5,247	3,072	<b>61,449</b>
<b>Busch</b>	2,917	4,405	4,437	4,257	5,549	3,104	5,308	4,267	4,333	5,017	3,865	2,728	<b>50,187</b>
<b>Miller</b>	3,228	3,595	3,758	3,159	3,880	2,766	1,962	2,106	2,088	1,911	2,238	1,700	<b>32,391</b>
<b>TOTAL</b>	<b>18,563</b>	<b>19,721</b>	<b>21,586</b>	<b>19,358</b>	<b>22,313</b>	<b>18,007</b>	<b>21,394</b>	<b>19,727</b>	<b>20,674</b>	<b>21,400</b>	<b>17,401</b>	<b>13,197</b>	<b>233,341</b>





# UNIQUE MANAGEMENT SERVICES, INC.

2016 - 2025 Fiscal Years

	TOTALS	7/1/17-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	TOTAL
Accounts Submitted	14,969	501	447	297	16,214
Cash Recovered	117,352.86	8,863.82	8,335.96	4,885.58	139,438.22
Materials Recovered	101,148.40	9,072.92	5,955.13	4,805.46	120,981.91
Waived Amount*	32,379.83	3,101.64	2,686.17	1,197.50	39,365.14
Expenditures	73,750.40	3,203.40	3,669.50	3,158.75	83,782.05

	TOTALS	7/1/20-6/30/21	7/1/21-6/30/22	7/1/22-6/30/23	TOTAL
Accounts Submitted	16,214	388	207	408	17,217
Cash Recovered	139,438.22	8,204.81	8,451.74	5,100.81	161,195.58
Materials Recovered	120,981.91	8,436.61	3,995.44	9,717.18	143,131.14
Waived Amount*	39,365.14	3,105.39	1,606.91	5,390.80	49,468.24
Expenditures	83,782.05	3,424.60	2,106.90	4,202.40	93,515.95

	TOTALS	7/1/23-6/30/24	7/1/24-6/30/25	7/1/25-6/30/26	TOTAL
Accounts Submitted	17,217	458	400	669	18,744
Cash Recovered	161,195.58	6,082.21	4,974.03	6,598.60	178,850.42
Materials Recovered	143,131.14	11,367.17	10,888.18	12,538.03	177,924.52
Waived Amount*	49,468.24	3,428.84	3,230.04	3,544.90	59,672.02
Expenditures	93,515.95	4,717.40	4,233.30	4,500.85	106,967.50

\*Waived amount reflects the \$5.00 processing fee that is cancelled once the patron returns the materials or pays for the lost item. Amounts as of 5/1/2026



Building Efficiency  
 Johnson Controls, Inc.  
 31831 Sherman Ave,  
 Madison Heights, MI



Date 4-13-2026



**Mr. Jeff Reeves**  
**Facilities Manager Building Maintenance**  
 C (313)624-6734  
[www.cityofwarren.org](http://www.cityofwarren.org)

**Project:** City Hall Library HVAC Rooftop Replacement/Upgrade

**Site address:** 1 City Square  
 Warren, MI 48093

Johnson Controls is pleased to provide a proposal for the above stated project as follows:

**HVAC Rooftop Replacement/Upgrade**

Project consists of replacing the existing YORK /Fisen rooftop units with new 30T Premiere YORK Rooftop Unit (Qty.4)



Pic #1 existing YORK/Fisen RTU



Pic #2 another view of existing YORK/Fisen RTU

Based on the age, condition, and obsolescence of parts JCI is recommending replacing the YORK Heating and DX Cooling rooftop unit with new rooftop units.

Existing units also contain R-22 which has been disconnected since 2010. Any R-22 recycled (cleaned) and comes at a premium price.

JCI will schedule with City of Warren Building Maintenance a weekend when the existing units can be removed and replaced with new. The following is a scope of work and a day-by-day progression of activities.

With this proposal, opting to do a multi-unit change out (Qty.4), will have a 17% decrease in pricing versus one at a time. With the current condition of these units, the EER rating is 9 at a brand new condition. With the age of these units the current EER rating is an estimated 6. With the new YORK RTU's, the new CEER rating is 18 which is significantly higher to save on you energy consumption.

**Scope of Work**

Friday

1. JCI Installation Team to arrive on site at approximately 1:00pm and begin material handling tools and parts up to roof.
2. Crane team to drop off crane day before lift. This will avoid delays on Lift Day.
3. Set up equipment and begin recovering remaining refrigerant from existing YORK Rooftop Unit(s). JCI will coordinate this in a way that the air handling units are still operationally and providing air flow.
4. Begin disconnection of the following items:
  - Electrical
  - Condensate water piping
  - Controls
  - Gas Piping

Ductwork Upon lock out tag out of the unit, those zones that are disconnected will not have service from that unit (evening).

Saturday

1. Meet crane contractor (previously used by JCI) and begin moving crane into place. Begin setting up crane for lift. It is JCI's intent to lift from the rear of the building. JCI will coordinate with City of Warren in blocking off the street and sidewalk. Crane will be on-site and begin set up tentatively scheduled for 10:00am.
2. Meet trucking company and begin uncrating new rooftop units. Trucking company scheduled to be on site for 9:00 am.
3. Provide labor, materials and rigging to lift and remove YORK Rooftop Units and place onto waiting flatbed truck. Lifting will tentatively schedule to begin at 11am.
4. Provide and install new Rooftop Air Cooled Units. These units will require the use of a curb adapter to meet existing S/R duct work requirements.
5. After units are replaced JCI's connection and start up teams will begin electrical, natural gas piping, control, drain connections.
6. Reconnect existing power and control wiring.

Sunday

1. Provide labor and resources to continue necessary electrical, natural gas piping & control connections.
2. Provide labor and materials to reconnect existing controls. The plan is to have the new Rooftop Units operational by Monday morning.
3. Job site material clean up.

Monday – Thursday

1. Provide Factory check, test and start up for new rooftop units. JCI to verify proper operation of rooftop units and comfort heating & cooling of building.
2. On-site review of project with City of Warren Facilities Team.
3. Provide rooftop unit operation & training to City of Warren Facilities Personnel.

**Total Price of the above Scope Of Work (SOW):**

**Replacement of York Rooftop Units FBP (Qty.4).....\$490,627.46**

---

**Manufactures Warranty**

- One (1) year parts and labor warranty. Warranty is valid 18 months from shipment or 12 months from start-up, whichever comes first.

**Pricing in accordance with City of Warren and JCI HVAC Service Agreement agreed upon rates and margins Cost Breakdown:**

Labor:

Sheetmetal Technicians: 24 hrs. x (3) man = 72 hrs. x \$154.5 (OT Rate = \$103.00 x 1.5).....	\$11,124.00
16 hrs. x (3) man = 48 hrs. x \$103.00.....	\$4,944.00
o Damper\ductwork demo	
o Damper\ductwork installation	
o Lift day	
Mechanical hrs. 20 hrs. x (2) man = 40 hrs. x \$154.5 (OT Rate = \$103.00 x 1.5).....	\$6,180.00
8 hrs. x (2) man = 16 hrs. x \$103.00.....	\$1,648.00
o Disconnection of gas pipe and removal of heat exchanger	
o Lift existing RTU off of roof.	
o Assist in curb adapter placement.	
o Set new RTU onto new curb adapter.	
o Connections: gas	
o All OA setup work (Hoods install)	
o Certified Startup.	
Mechanical (Apprentice) 16 hrs. x (2) man = 32 hrs. x \$122.94 (OT Rate = \$81.96 x 1.5).....	\$3,934.08
8 hrs. x (1) man = 8 hrs. x \$81.96.....	\$655.68
o Truck driver, equipment transportation	
o Disconnection of gas pipe and removal	
o Gas piping.	
o Connections: gas, control wiring and install new wall mounted thermostat	
o Check, test and start up	
Project Management, coordination and supervision:	
16 hrs. x (1) man = hrs. x \$103.00.....	\$1,648.00
16 hrs. x (1) man = hrs. x \$154.5 (OT Rate = \$103.00 x 1.5).....	\$2,472.00
Engineering Review (12) hours straight time x \$103.00.....	\$1,236.00
Controls Technicians 8hrs. x (2) man = 16 hrs. x \$225.00 (OT Rate = \$150 x 1.5).....	\$3,600.00
Controls Technicians 24hrs. x (1) man = 24 hrs. x \$150.00.....	\$3,600.00
o Installing new SNE.	
o Pull BACnet Cable	
o Terminate Connections	
o Map new Data points	
o Common duct programming sequence	
Engineering Review (12) hours straight time x \$103.00.....	\$1,236.00
8 hrs. x (1) man = hrs. x \$150.00.....	\$1,200.00
Subtotal:.....	<b>\$43,477.76</b>

Equipment, Misc. Materials (24%):

York Rooftop and misc. equipment as specified above:.....	\$348,316.00
Including: gas piping & venting:	
Curb Adapter\Curb Material:.....	\$52,576.00
BAS Materials:.....	\$11,160.00
Misc materials (Back Draft duct dampers):.....	\$11,829.60
Subtotal:.....	<b>\$423,881.60</b>

Subcontractor (15%):

Crane rental:.....	\$13,652.80
Electrical:.....	\$9540.30
Vehicle Usage / Mileage \$75.00 x (1).....	\$75.00
Subtotal:.....	<b>\$23,268.10</b>



Building Efficiency  
Johnson Controls, Inc.  
31831 Sherman Ave,  
Madison Heights, MI

**Warranty:** Labor – 90 days  
Equipment – Manufactures warranty on equipment

---



**Pic#1 Johnson Controls VAV and FPB Controller**



**Pic#2 Johnson Controls wall zone sensor**

**Added Option #1: BAS – Variable Air Volume (VAV) and Fan Power Box (FPB) Controller Upgrade.**

Project Consist of replacement of the existing discontinued Honeywell VAV controllers. The current state of the controllers shows failure and in the need of replacement. **With the Multi-RTU discount of replacing Qty.4 units above. This timing of replacement under the same project will allow all HVAC equipment and controls to be updated and work together as efficient as possible. The Scope of work as follows.**

Work will include replacement of all VAV and FPB controllers. Work will include the following.

- Replacing the BAS Controller.
- Replacing the Communication trunk.
- Mapping all data points in. Which includes:
  - Point mapping.
  - Adding Trends.
  - Adding all alarms.
  - Adding to existing graphics (Floorplans and equipment).

**Total Price of the above Scope Of Work (SOW):**

**Added Option #1 Replacement of VAV and FBP (Qty.31).....\$58,975.55**

**Manufactures Warranty**

- One (1) year parts and labor warranty. Warranty is valid 18 months from shipment or 12 months from start-up, whichever comes first.

**Pricing in accordance with City of Warren and JCI HVAC Service Agreement agreed upon rates and margins Cost Breakdown:**

Controls Technicians 90hrs. x (1) man = 90hrs. x \$150.00.....	\$13,500.00
○ Installing new SNE.	
○ Terminating BACnet Cable	
○ Terminate Connections	
○ Map new Data points	
○ Common duct programming sequence	
○	
Project Management, coordination and supervision: 40 hrs. x (1) man = 40 hrs. x \$103.00.....	\$4,120.00
Engineering Review (22) hours straight time x \$103.00.....	\$2,266.00
<b>Subtotal:</b> .....	<b>\$19,886.00</b>

Equipment, Misc. Materials (24%):

Johnson Controls M4-CVM03050-0 field ...Controllers.....	\$18,446.46
Johnson Controls NSB8-240-0.....	\$452.24
Misc materials Wire, connection, hardware, etc.):.....	\$2,700.85
<b>Subtotal:</b> .....	<b>\$21,599.55</b>

Subcontractor (15%):

Electrical:.....	\$17,490.00
<b>Subtotal:</b> .....	<b>\$17,490.00</b>

**Clarifications & Exclusions:**

- All work to be performed during a combination of normal and overtime working hours, unless otherwise specified. Path under crane lift must be cleared of individuals so that is why this project is being proposed on a combination of straight and overtime labor.
- JCI to coordinate street “block off” with City of Warren Facilities. Currently there is no provisions or cost in this proposal to utilize Traffic Management of a similar company. JCI is relying on Warren PD for traffic management assistance.
- Roofing and Steel Work of any kind not included unless otherwise specified.
- Proposal includes only scope of work indicated above.
- Proposal does not include new remote enunciators or fire alarm panel termination or programming.
- Proposal does not currently include cutting, coring, painting, patching, structural steel or roof work.



Building Efficiency  
 Johnson Controls, Inc.  
 31831 Sherman Ave,  
 Madison Heights, MI



If you should have any further questions, please call Luke Mills (248) 410-7772.

(IMPORTANT: This proposal incorporates by reference the terms and conditions on the reverse side hereof.)

**This proposal is hereby accepted and Johnson Controls is authorized to proceed with the work; subject, however, to credit approval by Johnson Controls, Inc., Milwaukee, Wisconsin.**

**This budget proposal is valid until:**

**May 15<sup>th</sup> 2026**

**Purchaser - Company Name**

**JOHNSON CONTROLS, INC.**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Signature**

**Name:** \_\_\_\_\_

**Name:** Luke Mills

**Title:** \_\_\_\_\_

**Title:** Account Executive

**Date:**

# PROPOSAL



## Terms and Conditions

By accepting this proposal, Purchaser agrees to be bound by the following terms and conditions:

- 1. SCOPE OF WORK.** This proposal is based upon the use of straight time labor only. Plastering, patching, and painting are excluded. "In-line" duct and piping devices, including, but not limited to valves, dampers, humidifiers, wells, taps, flow meters, orifices, etc., if required hereinunder to be furnished by Johnson, shall be distributed and installed others under Johnson's supervision but at no additional cost to Johnson. Purchaser agrees to provide Johnson with required field utilities (electricity, toilets, drinking water, project hoist, elevator service, etc.) without charge. Johnson agrees to keep the job site clean of debris arising out of its own operations. Purchaser shall not backcharge Johnson for any costs or expenses without Johnson's written consent.

Unless specifically noted in the statement of the scope of work or services undertaken by JCI under this agreement, JCI's obligations under this agreement expressly exclude any work or service of any nature associated or connected with the identification, abatement, clean up, control, removal, or disposal, of environmental Hazards, or dangerous substances, to include but not limited to asbestos, or PCBs, discovered in or on the premises. Any language or provision of the agreement elsewhere contained which may authorize or empower the Purchaser to change, modify, or alter the scope of work or services to be performed by JCI shall not operate to compel JCI to perform any work relating to Hazards without JCI's express written consent.

- 2. INVOICE AND PAYMENTS.** Johnson may invoice Purchaser monthly for all materials delivered to the job site or to an off-site storage facility and for all work performed on-site and off-site. Purchaser shall pay Johnson at the time purchaser signs this agreement an advance payment equal to 10% of the contract price, which advance payment shall be credited against the final payment (but not any progress payment) due hereinunder and purchaser agrees to pay Johnson additional amounts invoiced upon receipt of the invoice. Waivers of lien will be furnished upon request, as the work progresses, to the extent payments are received. If Johnson's invoice is not paid within 30 days of its issuance, it is delinquent.
- 3. MATERIALS.** If the materials or equipment included in this proposal become temporarily or permanently unavailable for reasons beyond the control and without the fault of Johnson, then in the case of such temporary unavailability, the time for performance of the work shall be extended to the extent thereof, and in the case of permanent unavailability, Johnson shall (a) be excused from furnishing said materials or equipment, and (b) be reimbursed for the difference between the cost of the materials or equipment permanently unavailable and the cost of a reasonably available substitute therefor.
- 4. WARRANTY.** Johnson warrants that the equipment manufacturer by it shall be free from defects in material and workmanship arising from normal usage for a period of one (1) year from delivery of said equipment, or if installed by Johnson, for a period of one (1) year from installation. Johnson warrants that for equipment furnished and/or installed but not manufactured by Johnson, Johnson will extend the same warranty terms and conditions which Johnson receives from the manufacturer of said equipment. For equipment installed by Johnson, if Purchaser provides written notice to Johnson of any such defect within thirty (30) days after the appearance or discovery of such defect, Johnson shall, at its option, repair or replace the defective equipment and return said equipment to purchaser. All transportation charges incurred in connection with the warranty or equipment not installed by Johnson shall be borne by Purchaser. These warranties do not extend to any equipment which has been repaired by others, abused, altered or misused, or which has not been properly and reasonably maintained. THESE WARRANTIES ARE IN LIEU OF ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, THOSE OF MERCHANTABILITY AND FITNESS FOR A SPECIFIC PURPOSE.
- 5. LIABILITY.** Johnson shall not be liable for any special, indirect, or consequential damages arising in any manner from the equipment or material furnished or the work performed pursuant to this agreement.
- 6. TAXES.** The price of this proposal does not include duties, sales, use, excise, or other taxes, unless required by federal, state, or local law. Purchaser shall pay, in addition to the stated price, all taxes not legally required to be paid by Johnson or, alternatively, shall provide Johnson with acceptable tax exemption certificates. Johnson shall provide purchaser with any tax payment certificate upon request and after completion and acceptance of the work.
- 7. DELAYS.** Johnson shall not be liable for any delay in the performance of the work resulting from or attributed to acts of circumstance beyond Johnson's control, including but not limited to; acts of God, fire, riots, labor disputes, conditions of the premises, acts or omissions of the Purchaser, Owner, or other Contractors or delays caused by suppliers or subcontractors of Johnson, etc.
- 8. COMPLIANCE WITH LAWS.** Johnson shall comply with all applicable federal, state, and local laws and regulations, and shall obtain all temporary licenses and permits required for the prosecution of the work. Licenses and permits a permanent nature shall be procured and paid for by the Purchaser.
- 9. DISPUTES.** All disputes involving more than \$15,000.00 shall be resolved by arbitration in accordance with the rules of the American Arbitration Association. The prevailing party shall recover all legal costs and attorney's fees incurred as a result. Nothing here shall limit any rights under construction lien laws.
- 10. INSURANCE.** Insurance coverage in excess of Johnson's standard limits will be furnished when requested and required. No credit will be given or premium paid by Johnson for insurance afforded by others.

# PROPOSAL



11. **INDEMNITY.** The Parties hereto agree to indemnify each other from any and all liabilities, claims, expenses, losses or damages, including attorneys' fees which may arise in connection with the execution of the work herein specified and which are caused, in whole or in part, by the negligent act or omission of the indemnifying Party.
12. **OCCUPATIONAL SAFETY AND HEALTH.** The Parties hereto agree to notify each other immediately upon becoming aware of an inspection under, or any alleged violation of the Occupational Safety and Health Act relating in any way to the project or project site.
13. **ENTIRE AGREEMENT.** This proposal, upon acceptance, shall constitute the entire agreement between the parties and supersedes any prior representations or understandings.
14. **CHANGES.** No change or modification of any of the terms and conditions stated herein shall be binding upon Johnson unless accepted by Johnson in writing.
15. **PAYMENT TERMS.** All services to be paid 50% upfront which will initiate mobilization of contract. Remainder to be paid upon completion of work.

# NEW LIBRARY UPDATE

November 5, 2025



May 14, 2026



## Public Library Association Conference 2026 in Minneapolis

The Public Library Association holds a national conference every other year. It is the largest public library event in the world. There were over one hundred educational sessions as well as author events and over two hundred and fifty exhibitors.

One of our vendors, Bibliotheca, held a preconference event in Lake Elmo, Minnesota. This where their head office and factory are located. We were able to tour the facility and see a number of the products in action, like the sorting/checkin machine. While this may be a nice concept, someone still has to check each item for damage and completeness. It could potentially take up a great deal of space, as well, which we do not have. They had several models of lockers and self-check machines available for us to try out. I talked to one of the staff about issues that we would like to try to improve with our self-check machine and was told it was possible. We just had to open a ticket. We heard presentations from several of their staff about options using the current equipment and upcoming improvements. Our current locker system was not purchased through Bibiotheca and sees very little action. Many libraries have their lockers on the outside of their buildings. Ours is in the atrium.

We were greeted by PLA president Dr. Brandy McNeil and Minneapolis mayor Jacob Frey who said "Librarians of the world, unite!" We need to remember to work together and listen to each other and learn from one another. It is quite an opportunity to be in a place with thousands of public librarians all wanting to learn and be better and do better for the people of this country. The Opening Session main speaker was Bryan Stevenson. He is the founder and executive director of the Equal Justice Initiative. He said that free, public libraries can be "portals that create a more just society, spaces that provide services and stories for people regardless of identity or income."

I attended a session titled *Building Inclusive Programming for Youth with Disabilities*. "Inclusive programs are necessary because inclusion and accessibility are not optional extras for libraries; they are core democratic responsibilities" (Guidelines for inclusive library services for persons with print disabilities 2026). We did hold a storytime for children with disabilities for a while after the library opened in the Civic Center. It was on Saturdays either at 10:00 or 11:00. We rarely had more than one family in attendance. It is time to revisit that program.

The three concerns for the DC Public Library about starting an inclusive storytime were staff shortages, pressure to have high attendance, and library space and building design. Staff shortages and having staff available and knowledgeable to conduct an inclusive storytime would be a concern for most public libraries, including ours. Obviously, the DC Public Library has a much larger space and attendance than we have ever had for storytime. They said they had to prepare management for a storytime with only *forty children* at an inclusive storytime instead of their usual *one hundred* children at a storytime. We would be thrilled with forty children but then we would have a space issue. We do not have a space big enough to hold forty children and forty adults for storytime and crafts that would not disturb our other patrons. They talked about person-first language (kids with autism) versus identity-first language (autistic kids). In Washington, D.C., it is the law (People First Respectful Language Modernization Amendment Act of 2006) that they must use person-first language. Some easy additions to any storytime would make it more inclusive like a visual schedule (using pictures to show children what the

plan is), having copies of the books for each child to follow along, and using a knock-knock box as an activity which promotes language and social skills.

When I returned from the conference, I talked to the librarians who conduct our storytimes and they had been considering trying to start a sensory storytime. It is scheduled for the fall, one Saturday a month with potential for more.

I attended a number of other sessions and spent hours in the exhibit hall. I was looking for a vendor to supply adult books in Arabic and found that East View now handles them. Two years ago, we started a standing order plan with them for adult books in Ukrainian and Polish but they could not supply us with Arabic books then. I saw new STEAM kits from several vendors and saw culturally diverse books for all ages. I took many pictures of ISBNs so I could order books when I got back. The company that we purchased our garden instruments from had new instruments on display. It's nice to be able to try out new things like self-check stations or lockers or furniture without having to order them or base a decision on a picture on a website.



# MICHIGAN PUBLIC LIBRARY TRUSTEE MANUAL 2022 EDITION

*Randy Riley, State Librarian Library of Michigan, Michigan Department of Education*





# TABLE OF CONTENTS

<b>Acknowledgements</b>	4
<b>Dear Library Trustee</b>	5
<b>Chapter 1:</b> Trustee Rights, Responsibilities, and Orientation	6
<b>Chapter 2:</b> Bylaws and Board Organization	12
<b>Chapter 3:</b> Policies	20
<b>Chapter 4:</b> Planning	23
<b>Chapter 5:</b> Funding	26
<b>Chapter 6:</b> Budget	35
<b>Chapter 7:</b> Advocacy and Public Relations	37
<b>Chapter 8:</b> Facilities and Technology	40
<b>Chapter 9:</b> Intellectual Freedom	46
<b>Chapter 10:</b> The Director	50
<b>Chapter 11:</b> Friends of the Library	54
<b>Chapter 12:</b> Continuing Education, Resources and Support	57
<b>Chapter 13:</b> Public Library Establishment Types	62
<b>Chapter 14:</b> Libraries & the Law	65
<b>Table of Appendices</b>	72
<b>Appendix A:</b> United for Libraries	73
<b>Appendix B:</b> Library of Michigan Library Development Department	74
<b>Appendix C:</b> Michigan Library Cooperatives	75
<b>Appendix D:</b> Posting Schedule for the Open Meetings Act	77
<b>Appendix E:</b> Ethics Statement for Public Library Trustees	78
<b>Appendix F:</b> Quality Services Audit Checklist for Trustees	79
<b>Appendix G:</b> Hiring, Evaluating, and Dismissing a Library Director	80
<b>Appendix H:</b> Parliamentary Procedure Resources	85
<b>Appendix I:</b> Tax Exempt & 501(c)3 Resources	86
<b>Appendix J:</b> State Aid to Libraries and Penal Fine Facts	89
<b>Appendix K:</b> Establishment Information	91
<b>Appendix L:</b> Glossary	104

## ACKNOWLEDGMENTS

The Library of Michigan wishes to thank all those whose thoughtful input and hard work have made possible this updated edition of the Michigan Public Library Trustee Manual. We are especially grateful to those dedicated and disciplined souls who created the original Michigan Public Library Trustee Manual that this new edition is built upon, including Martha Seaman McKee and other current and previous staff of the Library of Michigan. The updated edition was prepared by Clare Membiela with input and editing by Shirley Bruursema. This project was made possible in part by the Institute of Museum and Library Services.

## Dear Library Trustee:

This manual is designed to improve your experience as a library trustee. It won't answer all your questions; some can only be answered with experience. But it will answer many, and hopefully, put you on a path toward finding other answers elsewhere.

Libraries are in great need of you — the trustee. You are your library's advocate, the voice of the public, and the overseer of a sacred public trust. By learning as much as you can about the operations and nuances of the library world, the benefits will be many:

- Your library will function better;
- Your library will earn greater respect and support from within the community; and
- Your library will be better positioned to offer and sustain the programs and services your customers most want and need.

Please don't try to read this manual cover to cover. Use it as part of your orientation process, picking and choosing the areas that have meaning to you at the time. It takes at least six months to a year for a new board member to become familiar with all the processes of a library. Ask all the questions you want; your director and more experienced board members will be more than willing to help.

At the end of each chapter, you will find a checklist of points to consider. You will also see references to the Quality Services Audit Checklist, which are quality measures created by Michigan's library directors and trustees as part of a statewide initiative to certify a library's body of services. Read more about this project in [Chapter 1](#).

This handbook will be published online so that references and links to online resources can be easily located and updated. You are encouraged to review the Library of Michigan Trustee resources available on our website for additional information and helpful resources: [www.michigan.gov/librarytrustee](http://www.michigan.gov/librarytrustee).

In addition to our website, the Library of Michigan provides a statewide membership for all Michigan public libraries in the American Library Association's Division, United for Libraries (UFL). UFL provides training and support resources for library trustees, friends, and foundations. Please take advantage of all the resources, such as online self-paced training sessions, toolkits, and fact sheets as you serve your term as a library trustee. Find instructions in [Appendix A](#) on how to use the membership resources from UFL.

Please note that any research or resources provided are for informational purposes only and not for the purpose of providing legal advice. You should contact your attorney to obtain advice with respect to any particular issue, question, or problem. Also, don't hesitate to contact Library of Michigan staff with questions you may have about your role as a public library trustee. You can reach our staff listed in [Appendix B](#).

Finally, enjoy yourself! Libraries are one of our nation's most enduring and valuable institutions. Access to information is a central tenet among our country's cherished freedoms. Be proud of the role you now play in keeping our democracy strong.

Library of Michigan

# CHAPTER 1: TRUSTEE RIGHTS, RESPONSIBILITIES AND ORIENTATION

## A. Trustee Rights

Trustees are appointed or elected citizens representing the community who constitute the body officially responsible for the operation of the library. Governing boards are policymaking boards. They can either be elected or appointed. Advisory boards act as an advisor to another governing board such as a school board or county commission. Advisory boards are always appointed.

Sometimes, advisory board trustees reading this section may wonder how it applies to their situation. Advisory library boards have the same concerns as governing boards, except that advisory boards must submit their recommendations to another board for approval. The governing board is relying on the advisory board to make the appropriate recommendations upon which they will act. Whether advisory or governing, library boards act with the same goal in mind: to provide the best library service possible to the citizens of the community.

While the statutory language authorizing various library boards may differ, the legal authority of all policymaking boards is similar. Governing boards are authorized to:

- Adopt bylaws and rules for the board's governance;
- Maintain control over the building and grounds of the library;
- Control the expenditure of all funds credited to the library;
- Appoint, supervise, evaluate, discipline or remove a director;
- Approve an annual library budget; and
- Adopt policies, rules and regulations regarding use of the library.

The governing board of a library is the legal face of the library. The board has a [fiduciary duty](#) to act in the best interests of the library in all matters, but especially in financial matters. The library establishment statutes provide the board with the authority to manage the funds belonging to the library, and the responsibility to manage them as public funds. ALL monies that enter a library's accounts are considered public funds.

For advisory boards, which are often in place where the municipality is considered the governing body of the library (such as a Home Rule City Library or a Charter Township Library), the duties are dependent on the determination of the governing body. It is up to the governing body to delegate duties and authority to the advisory board. Therefore, an advisory board may not have the exact same duties and responsibilities as a library governing board. An advisory board does, however, have a responsibility to act in accordance with the same laws and ethical standards as the governing board and as other municipal officials. Whatever duties and tasks an advisory board undertakes must be accomplished with the same fiscal responsibility and public accountability as a governing board.

The library board acts as the public trustee of the library. The community entrusts the library's wellbeing to the board and expects the board to keep the library running correctly and to ensure that the best possible services are provided. Boards also have the responsibility to see that adequate funding is secured and maintained.

Sometimes boards act in a quasi-judicial capacity when they must resolve differences of opinion, such as personnel disputes and complaints from citizens.

While the law gives the board the legal power to run the library, successful library operations require the board to delegate some of its authority to the director. This delegation is entirely at the board's discretion: the board decides when and what to delegate, as well as whether to amend or revoke the delegation.

Delegation reflects a high level of mutual trust between the board and the director, while keeping the board in charge with respect to its role. The board is concerned with the big picture, while the director is generally charged with administering day-to-day operations of the library. Directors are professionals trained in the particulars of library service who are expected to fulfill their roles in accordance with the board's vision and policies.

The importance of a mutually respectful relationship between the board and the library director is highlighted during times when matters arise which are not easily categorized as being a board matter or a director matter. In such situations, it is imperative that the board and the director discuss the issues fully, and together determine a course of action. For example, situations involving intellectual freedom (censorship) usually contain a mixture of board and director responsibilities.

Often the board has the authority and the power, but the director has the professional knowledge and experience. Only by acting together as partners can each successfully meet their duties and responsibilities. Only as partners can they operate a successful and flourishing library.

Whether a board is governing or advisory, they can only act as a whole. The board's power and authority is only valid when exercised as a unit. Individual trustees may not act alone, nor speak for the board, unless authorized by the board as a whole. The board president, or chair, has no more authority than another board member, unless it is expressly given by the board at an official meeting.

Michigan is unique in granting its citizens constitutional right of access to library services. Article 8, section 9 of the state constitution states, in part:

*“The legislature shall provide by law for the establishment and support of public libraries which shall be available to all residents of the state under regulations adopted by the governing bodies thereof...”*

This provision identifies the library board's authority to adopt policies or regulations. When exercising this power, the board should be aware that there is an inherent requirement that the regulations be reasonable. The board initially determines what is reasonable, but it is recommended that the library's legal counsel review all policies before board approval. The recognition by federal courts (including the 6th circuit) of public libraries as places where citizens go to exercise their First Amendment right to information bestows a special constitutional relationship and responsibility upon public libraries. Board policies and regulations for the library must be consistent with this relationship and responsibility.

In addition to the legal aspects of library boards, there are ethical standards to be followed by board members. While many ethics laws in Michigan applicable to “public employees” do not apply to library board members, there are many Michigan municipalities that have passed ethics ordinances which may govern certain municipal board behaviors – including library boards. It is recommended that board members review any applicable local ethics laws or ordinances in effect in their municipalities. The Michigan Municipal League has a useful website at <https://www.mml.org/resources/information/ethics.htm>. There are also ethical standards that are not enforceable as law, such as certain association and professional standards. Board members are encouraged to read and follow the American Library Association's Ethics Statement for Public Library Trustees (see [Appendix E](#)) adopted by the Michigan Library Association.

The following is a short review of board responsibilities:

**Administration.** The board maintains indirect responsibility through adoption of a strategic plan, library policies and an annual budget. However, it leaves actual administration of the library to the director. The board should adopt a comprehensive job description for the director that includes clear delegation of administrative duties as well as passing appropriate resolutions to ensure that the director has the legal authority to accomplish the duties delegated. The board should maintain regular contact with the director and expect that the director will do the same. This contact can be via a designated board contact for the director, regular e-mail updates to the board as a whole and/or the director's report at the regular board meetings. Good library operations require frequent, open and honest 2-way communication between board and director.

**Friends Groups.** The board should implement a negotiated agreement between the library and the friends group which lays out expectations and responsibilities of both entities. This practice encourages good communication with the Friends of the Library by clearly establishing policies and boundaries. This communication can be further enhanced by friends' representatives joining library board meetings and board members joining friends meeting, both as non-voting guests.

**Human Resources.** The board hires, monitors, and evaluates the director. It approves employee policies, a competitive salary scale for all staff and ensures that staff receives reasonable fringe benefits such as Social Security, pension, vacation and sick leave, opportunities for professional growth, and good working conditions. If there is a Union, a board (depending on establishment and circumstances) may also participate in the negotiation of Union agreements, benefits and pay scales. The board also acts as the ultimate appellate body for employee conflicts. (NOTE – If the library receives benefits such as health insurance from the municipality, the board may wish to confirm that they are the “employer” of the library staff.)

**Strategic Planning.** The board is a major force behind the library's strategic plan. They consider all aspects of their community's library needs and plan accordingly. They adopt long-range and short-range plans for the library's future and approve the course of action and time schedule to implement those plans.

**Policymaking.** The board considers what policies are needed to carry forward the library's service plan. It reviews the director's recommendations and makes any change it believes necessary. The board adopts appropriate written policies and keeps them up-to-date with periodic review and revision, including legal review.

**Finance.** The board reviews the annual proposed budget submitted by the director and makes necessary changes, officially approves budget requests, and revises the budget to fulfill the legal requirement of balancing income with expenditures. The board accepts and manages discretionary funds; approves expenditures; purchases, leases, manages and sells real estate; and, taking the director's recommendations into account, accepts financial assistance from Friends. If the library is funded by municipal appropriations, the entire board appears at budget hearings to show support for the library's financial needs. The director and/or selected board representatives submit and defend the library's budget. The board explores and advocates for ways of increasing the library's income from other sources.

**Advocacy.** The board serves as one of the primary links between the library and the community, interpreting one to the other. The board helps to shape public opinion and governmental action at the local, state and national level. On behalf of public library services, the board contacts legislators to support legislation funding libraries, such as state aid, penal fines and other funding sources, and/or to oppose legislation detrimental to libraries.

**Continuing Education.** The board sets aside time at its meetings to study topics of concern to the library. The members read this manual and other informational materials. It sees that new trustees receive planned orientation. Board members attend district, state and national trustee or trustee-related meetings and are encouraged to join the Michigan Library Association and to take advantage of the resources available from the division of ALA reserved for trustees and friends, United for Libraries. (See [Appendix A](#) for more information).

## B. Trustee Responsibilities

Library boards function successfully when each trustee fulfills these responsibilities:

**Attend all board meetings.** Boards conduct their business at meetings and need attendance to function effectively. If you cannot attend all meetings, with exceptions for illness or emergencies, think about resigning your post to make room for someone who can fully participate. Chronic absence is a neglect of duty for a board member and a violation of their oath of office.

**Participate at meetings.** Each trustee needs to discuss issues and make intelligent votes. Inactive and passive board members weaken a library board. If you have an opinion, express it. Come prepared. This means reading the minutes, agenda, financial and other reports prior to the meeting. The purpose of meetings is decision making and discussion. If there are no discussions or decisions occurring at meetings, the board is not functioning properly.

**Become a team player.** Effective library boards work as a team, with each member sharing the common concern for the library's welfare. While board members need to express themselves on various issues, they need to avoid making personal remarks. Mutual respect and goodwill go a long way to making your board experience a positive one. Board members cannot legally act unilaterally.

**Support board decisions.** Boards need discussion and debate to arrive at good decisions. Once a decision is made, however, all board members should support the decision. Good board members refrain from criticizing or attacking decisions after they have been made, particularly in public. Of course, it is proper to seek reconsideration of the issue should situations change in the future.

**Advocate for the library.** Trustees promote the library in ways that no one else can. Seek opportunities to promote the library, such as speaking before local groups on new initiatives your library has undertaken. On a personal level, tell friends, co-workers, and relatives about the resources available at the library.

**Respect the role of the library director.** The board should be careful to respect the management function of the library director. While the board establishes policy and approves major decisions, it does not assume the role of the library manager. That job is delegated to the library director hired by the board. To ensure the best library service, the director must be allowed to manage the library without inappropriate board interference. Conscientiously stay out of day-to-day library management and operations.

**Support the library director.** At times, the library director may be attacked by a citizen or government official. The board should always assume the director is correct and then investigate the situation if necessary. Board members should never criticize or denigrate the library director or library staff publicly outside of formal evaluations done while in a public meeting. If the board is the employer of the library staff, then any issues or concerns about the staff or director should be handled in the employment context.

## C. Trustee Orientation

The library director and existing board members are responsible for providing an orientation for new library trustees. New trustees cannot adequately fulfill their legal responsibilities as board members until they understand the basics of how public libraries function, and the processes and extent of their board's authority. During the orientation, encourage as many questions as possible. The following is a list of items and actions to include as part of trustee orientations:

**Tour of the library building:** Give the new trustee an in-depth tour of both public service areas and a thorough "backstage" tour of library staff and work areas. Be sure to introduce them to staff members. Give the trustee a map of the library, and any other handouts provided to the public. The tour should include details of each library department and its function in relation to the working of the entire library. Even small libraries have special collections, staff areas, and duties of which a new board member may not be aware.

**Mission Statement and Strategic Plan:** Review with the trustee the library's mission statement, long-term goals and strategic plan.

**Policy Manual:** Review with the trustee the library's policy manual. This way, the trustee learns that the library board is responsible and liable for ensuring that the necessary policies are in place and that those policies are legal.

**Funding:** Review the library's sources of funding, including millage and/or appropriation information, state aid and penal fine, service contracts, PPT, and any other source of funding.

**Budget:** Review with the trustee current and previous budgets, as well as audit reports. Demonstrate the connection between the strategic plan and the budget. Ensure that the board understands that one of their primary responsibilities is the fiscal health and wellness of the library. Explain the board's fiduciary duty.

**Board Minutes:** Review with the trustee its bylaws and recent board minutes. Each trustee should read the Open Meetings Act (OMA) and must understand how they are governed by this act. [The Michigan Open Meetings Act Handbook](#) is prepared and kept current by the Michigan Attorney General's office and is a helpful guide to compliance with the act. See also Chapter 14 of this manual.

**Annual Report:** Review with the trustee copies of the library's recent annual reports.

**Library Calendar:** Review with the trustee a calendar of library legal requirements, including the fiscal year, deadlines for filing reports for state aid, when officers are elected, when the budget is prepared, and so forth.

**Website:** Review the library's website, noting the information offered by the library.

**Role of Director:** Review with the trustee this chapter and chapter 10, noting the different roles of the trustees and the director. It's best if the board chair or other board member conducts this section of the orientation.

**Library of Michigan:** Explain to the trustee the relationship between the public library and the Library of Michigan. Ensure that the trustees are familiar with the [Library of Michigan's website](#), including the [trustee section](#).

**Library Cooperatives:** Explain the specific services offered by the local cooperative. Trustees need to know about and be encouraged to attend cooperative sponsored workshops.

**Michigan Library Association:** Encourage the trustee to join the [Michigan Library Association](#) to support its role in advocating and lobbying for the Michigan library community and in providing professional development for library staff and supporters.

**Michigan Library Establishment Laws:** Give the trustee a copy of the library law under which your public library is established. A helpful [establishment chart](#) by the Library of Michigan is available to assist in identifying a library's establishment. In addition, the [Library Law](#) page of the Library of Michigan contains many resources on various legal issues of interest to public libraries.

## CHECKLIST FOR CHAPTER 1

- Do you know your library's establishment law?
- Do you understand your legal authority to govern the library?
- Do you attend meetings regularly?
- Have you read the Ethics Statement for Public Library Trustees?
- Do you understand the board's proper relationship to the director?
- Do you have a clear idea of your basic duties?
- Did you receive an orientation when you joined the board?

### Quality Services Audit Checklist (QSAC) Measures for Trustees

[https://www.michigan.gov/documents/libraryofmichigan/LM\\_2016\\_QSAC\\_Measures\\_rev\\_547146\\_7.pdf](https://www.michigan.gov/documents/libraryofmichigan/LM_2016_QSAC_Measures_rev_547146_7.pdf)

See the standards below within the appropriate level for your library to obtain additional information on best practices. For more information about QSAC, see [Appendix F](#) of this Handbook.

Essential Level – Core Measure for Governance/Administration

Essential Level – Elective Measure for Governance/Administration

Essential Level – Core Measure for Human Resources

Enhanced Level – Elective Measure for Public Relations

Excellent Level – Elective Measure for Human Relations



# CHAPTER 2: BYLAWS

## A. Bylaws and Board Organization

### Bylaws

Bylaws are rules of behavior that govern the board. Effective bylaws fulfill several important functions:

- Provide the operational philosophy and principles of the organization
- Provide a structure for conduct at meetings
- Provide guidance as to the extent and the practice of the board's authority
- Describe the board's primary duties
- Act as a guidepost for decision making and problem solving
- Provide necessary checks and balances
- Provide policies for compliance with necessary laws
- Provide transparency to ensure board fulfills its public trust

State library establishment statutes empower library boards to adopt rules and regulations for their own governance. Boards (both governing and advisory) fulfill this requirement by writing and adopting bylaws.

Bylaws are the basic rules relating to the library board as an organization. They define the primary characteristics of the library board and describe how the board functions. Good bylaws can act as a user manual on the operation of a productive board. Incomplete or badly written bylaws can cause conflict and hamper the operation of the board – and the library.

When creating bylaws from scratch, start by looking at the work done by other libraries. There are many excellent examples to be found on the United for Libraries website, a resource provided to all Michigan public libraries. (See [Appendix A](#))

There are many areas that can be covered by board bylaws and creating them can easily become overwhelming.

A wise practice is to start with the basics and then build on them over time. A good set of bylaws is an organic publication that gets tweaked and updated over time as the needs of libraries and library patrons change over time.

A comprehensive, initial set of library board bylaws should include the following:

- A statement of the official name of the library (along with a citation to the applicable resolution or ballot measure, if applicable).
- Confirmation of the authority of the library board to exist, citing the establishment statute or the source of the library's existence, e.g. the County Libraries Act or the city charter, or some other higher authority.
- Description of the board's authority, powers and duties, especially:
  - Governing Board—Authority, powers & duties bestowed by establishment statute.
  - Financial decision-making and fiduciary duty
  - Policymaking
  - Employment authority

- Advisory Board – Authority, powers and duties delegated by governing authority, especially:
  - Financial authority
  - Decision-making authority
  - Employment authority
  - Limit of authority in relation to authority of governing body
- Provision for periodic evaluation of the director’s job performance if board is employer/supervisor.
- Outline of library administration authority and duties as delegated by board or governing body.
- Statement of the board’s responsibility for prudent stewardship of library assets and their adherence to their oath of office.
- Statement on the board’s responsibility to uphold the First Amendment and principles of intellectual freedom.
- Ethics statement (or identification of an existing municipal ethics ordinance applicable to municipal officials).
- Conflict of Interest Policy, including:
  - Receipt of gifts
  - Contracting
  - Nepotism
  - Incompatible offices
- Participation in Friends’ Groups or Library Foundations
- Description of duties of the library director and a discussion of the board’s duties in relation to the director’s.
- Description of the structure of the board, officer titles, descriptions of the duties & powers of each position.
- Most boards elect a president, vice president and secretary. Some include a treasurer. (Note that a board secretary does not necessarily have to be the person who takes the minutes of the board meetings. This activity effectively removes them from participation in the meeting. Consider using a staff member [not the director] to take board minutes, except for closed sessions.)
  - Procedure for how officers are elected, terms for each office, schedule for elections, how to fill seats that become vacant mid-term, and officer rotation. Wise boards rotate officers to keep new ideas flowing and to educate board members in all aspects of board management
  - Procedure and consequences for violation of board policy, rules, ethics, etc.
    - Consequences can include removal from a board office (such as board president, etc.), and removal from committees or removal from projects or tasks.
    - Procedure must include an appeals process.
- Statement of parliamentary procedure.
  - Parliamentary procedure is the formal process by which meetings are run and by which business is brought before and considered by formal bodies. There are two primary forms of parliamentary procedure, Robert’s Rules of Order, and The Standard Code of Parliamentary Procedure (formerly the Sturgis Standard Code). The Board will want to determine which style of procedure is best for them, and then include in the bylaws a statement of which procedure is to be followed for board business.
  - See [Appendix H](#) for a listing of resources on parliamentary procedure.

- Definition of a quorum.
- Description of standing committees including names, number of members and rotation of members.
  - It is a good idea to rotate committee members, just as you would rotate board officers. This gives each board member a chance to learn and grow. It also keeps members from becoming entrenched in certain roles.
- Procedure for establishing & abolishing committees
  - Committees may not act for the board as a whole. They are simply a mechanism used by the board to assist in compiling information or proposing solutions.
  - It is not necessary to have committees. The board can act as a committee of the whole and many smaller libraries run perfectly well without them. However, board committees can prove helpful, especially in the areas of personnel, policies, finance, bylaws and board recruitment.
  - Committees can be standing or ad hoc.
  - An ad hoc committee should go out of existence with the completion of its purpose. For example, a building committee ends when the building project is completed.
  - A standing committee is a permanent committee of the board that has ongoing responsibilities.
    - A finance committee
    - A personnel/HR committee
- Board public meeting details – The ALA division United for Libraries has a useful toolkit called Trustee Board Meetings – Effective Meetings for Library Boards of Trustees (See [Appendix A](#)).
  - A statement acknowledging the requirement to adhere to the Open Meetings Act (OMA).
  - A description of how often meetings of the committee(s) will be held (monthly, bi-monthly, etc.)
  - The schedule of meetings (day, & time, & location)
  - The procedure for setting up the meeting (reserving the space, arranging AV, etc.)
    - Party responsible for agenda, board packets and public copies of materials (if applicable)
  - The criteria and procedure for changing/canceling a meeting (for bad weather, etc.)
  - The procedure of noticing/announcing a meeting (or meeting change)
  - The procedure and policies for public comment at meetings
    - Must adhere to the Open Meetings Act.
  - The procedure for minutes
    - What the minutes should contain (in addition to OMA requirements)
    - Who is responsible for posting and maintaining online.
    - Who records or takes minutes (as stated before, the secretary is probably not the best candidate for this job).
  - The order of business. The order of business is the blueprint for board meetings. A typical agenda may look like the following:
    - Call to order
    - Approval/amendment of the agenda
    - Approval of the last meeting's minutes
    - Treasurer's report
    - Committee reports

- Director's report
- Old business
- New business
- Public comment
- Adjournment
- Description of how bylaws may be amended.

## B. Board Relations

Board discussion, even vigorous debate, is a healthy part of reconciling diverse views. However, ongoing board contention can be a sign of trouble. Discussion strengthens a board's ability to govern, but constant contention can destroy it. It is the responsibility of the board leadership to resolve conflict among board members. It is inappropriate for a director to be put in the position of chastising a board member, who may be the director's employer.

There are steps the board can take to keep conflicts from escalating into contentiousness:

First, use the controlled environment of the board meeting to close down those members who seek to create conflict:

- Establish time limits for each portion of the agenda. These limits give you a tool to move the meeting away from fruitless arguing.
- Via meeting rules or bylaws, limit the amount of time each speaker can use to debate a point or issue. If an issue is up for discussion, and each speaker gets 5 minutes, no one can monopolize the time allotted for a particular agenda item.
- Focus on the agenda and make use of committee delegation to end conflict. Creation of a new committee can be an effective means by which a frustrated board member can make a valuable contribution.
- Establish deadlines for committee progress in order to keep committees on track.

To combat persistent and pervasive conflict or contention, or to rein in a "loose cannon" trustee, boards are encouraged to ensure that their bylaws include a code of ethics and conduct as well as consequences for violation of those rules. Removal from committees, or ejection from board office are possible sanctions. Consider establishing term limits that prohibit lifetime appointments to board office. Adhere to term lengths as a method of rotating members on a board.

Finally, the board chair must make it part of their job to resolve conflicts that have turned into contention:

- Seek to educate rather than reprimand.
- Remain objective.
- Meet with individuals one-on-one in a neutral location.
  - **TIP:** Be sure to adhere to the Open Meetings Act. Limit the number of members who can attend the meeting with the problem board member (don't allow a quorum). Refrain from discussing actual policy or the merits of a particular stance. Focus on coaching the frustrated board member on techniques to make themselves heard without conflict.
- Exercise discretion. Nothing will deteriorate the situation more than rumors of collusion or coercion.
- Recognize goodwill in someone else and allow a little time to pass. A board member will come to recognize that the board chair is making a sincere effort to maintain a positive, progressive board.

### A Note About Recruitment:

Recruitment of new board members is crucial to encourage a diverse board that truly mirrors the community the library serves. However, a board should not hand pick new members. This action threatens to turn the board into a private club and can hinder diversity. A recruitment committee can be created, the charge of which would be to ensure that a board vacancy is publicized in the community. The library director can assist by making library patrons aware and by ensuring that board vacancies are publicized to diverse populations in the community. Ultimately, the selection of new board members depends on a library's establishment type and may be the responsibility of local governments. In this circumstance, the library director can greatly assist by maintaining good relationships with municipal partners so that these partners listen to the library's needs and wishes with respect to new board members. When a library board can appoint its own provisional or replacement members, the process should be public and open to all in the served community.

## C. Conflict of Interest

Library board members need to be aware of the Incompatible Public Offices Act ([Public Act 566 of 1978, 15.181, et. seq.](#)). This act prevents the subordination of one public officer to another and the supervision of one public officer by another. In other words, a member of the library board may not also serve as a library employee, or in another example, a county commissioner cannot serve on the board of a county library. A township trustee should not serve on a township library board.

- Board members must excuse themselves from discussion and voting when the board is considering a matter that may involve profit for a relative or friend of the board member. It is not necessary to leave the room but acknowledging a possible conflict of interest is always wise.
- It is not appropriate (and if the situation falls within the purview of MCL 15.322, MCL 15.323a, or MCL 15.323b, it may not be legal) for a board member to profit from their relationship with the library (see the conflict of interest list item in the bylaws section above).
- Even if a particular board member is not covered by the statutes listed above, several municipalities have ethics ordinances which may prohibit this behavior.
- Before drafting a conflict of interest policy, be sure to understand what the rules are for your municipality. It is also important to note that, even under the best of circumstances, certain practices may encourage unflattering perceptions of the library and its board. If there is a question about a possible conflict of interest or incompatible office, the board should seek consultation with their attorney.
- Current trustees and staff members may not hold office in the Friends of the Library organization. Doing so not only can create a conflict of interest, it could jeopardize the Friends' standing as a non-profit organization.

## D. Liability and Indemnification

As the legal representatives of the library, the board is the body that typically is named in a lawsuit against the organization. It is not common that board members are personally liable for actions against the library, but there are some circumstances under which this could occur (most notably as a consequence of a board member's violation of the Library Privacy Act). It is prudent for a board to obtain liability insurance to shield them from any personal liability. Even when a board member wins in a lawsuit, the legal and court fees can be expensive. Personal liability insurance would cover these costs.

If advisory, the library board should check with the local governing authority to determine if members are shielded from personal liability. Governing boards can protect themselves by purchasing directors and officer's liability insurance for members and employees.

Liability suits against library trustees can arise from:

- Violations of the Open Meetings Act or the Freedom of Information Act;
- Acts in excess of authority;
- Error in acts committed by the board;
- Conflict of interest;
- Nonfeasance;
- Negligence; and
- Intentional violations of civil law against a person or their property.

There are some common-sense practices a board can institute to try to avoid liability in the context of their duties:

- Have an attorney on retainer and use them. A small cost of prevention is well worth the cost of a lawsuit – even if you ultimately win.
- When in doubt about a matter that could have legal ramifications, consult your attorney.
- Establish clear and comprehensive ethics & conflicts of interest policies.
- Avoid even appearances of impropriety or conflicts of interest.
- Understand the laws of your state and municipality with regards to matters the library board handles.
- Pay particular attention to FOIA (Freedom of Information Act) & OMA (Open Meetings Act). Ensure policies are in place for compliance – and that those policies are being followed.
- Consult with an attorney in matters that could have legal repercussions. This includes the drafting of contracts and agreements, personnel issues (particularly issues involving federal laws on civil rights such as disabilities, discrimination, and union issues).
- Take extra time to carefully read and consider matters involving issues with legal aspects – especially all contracts, agreements, terms of use & licenses.
- Vote “no” on any proposal that seems wrong, or that clearly violates any law or regulation.
- Encourage board members to ask questions when they are unsure of a proposal or initiative.
- Create a procedure and an environment where board members, library staff, and patrons feel comfortable discretely reporting incidents of ethics and legal violations.

The former American Library Trustee Association (ALTA), now United for Libraries, developed and approved the following indemnification statement:

*“It should be considered mandatory that every library have an adequate level of insurance coverage. If any claim or action not covered by insurance or state statute is instituted against a trustee, officer, employee or volunteer of the library system arising out of an act or omission by a trustee, officer, employee or volunteer acting in good faith for a purpose considered to be in the best interest of the system, or if any claim or action not covered by insurance or state statute is instituted against a trustee, officer, employee or volunteer allegedly arising out of an act or omission occurring within the scope of his/her duties as such a trustee, officer, employee or volunteer, the system should at the request of the trustee, officer, employee or volunteer:*

- a) appear and defend against the claim or action,*
- b) pay or indemnify the trustee, officer, employee or volunteer for a judgment and court costs, based on such claim or action, and*
- c) pay or indemnify the trustee, officer, employee or volunteer for a compromise or settlement of such claim or action, providing the settlement is approved by the board of trustees.*

*Decisions as to whether the system shall retain its own attorney or reimburse the trustee, officer, employee or volunteer expenses for their own legal counsel shall rest with the board of trustees and shall be determined by the nature of the claim or action. The term trustee, officer, employee or volunteer shall include any former trustee, officer, employee or volunteer of the system.”*

In addition, the library as an entity should also have liability insurance to protect against lawsuits that would not implicate the board personally, but which the library could be fiscally responsible. Even if a lawsuit is without merit, the library may still incur costs to defend against legal action.

United for Libraries has a toolkit that can assist with information on insurance issues for library boards of trustees, “Insurance for Libraries.” (See [Appendix A](#) for login information to UFL.)

## CHECKLIST FOR CHAPTER 2

- Do you have a copy of the current bylaws?
- Do your bylaws cover the items listed in this chapter?
- Have your bylaws been reviewed by an attorney?
- Are your bylaws reviewed on a regular basis?
- Are you protected by liability insurance?

### Quality Services Audit Checklist (QSAC) Measures for Trustees

[https://www.michigan.gov/documents/libraryofmichigan/LM\\_2016\\_QSAC\\_Measures\\_rev\\_547146\\_7.pdf](https://www.michigan.gov/documents/libraryofmichigan/LM_2016_QSAC_Measures_rev_547146_7.pdf)

See the standards below within the appropriate level for your library to obtain additional information on best practices. For more information about QSAC, see [Appendix F](#) of this Handbook.

Essential Level – Core Measure for Governance/Administration

#### **Additional Resources:**

Gardner, and Kalonick, **The Complete Library Trustee Handbook** Assn of Library Trustees, Advocates, Friends, & Foundations, Neal-Schuman, New York, NY 2010.

## **DRAFT DISCUSSION DOCUMENT STRATEGIC PLANNING SERVICES FOR WARREN PUBLIC LIBRARY**

This document is intended as a **preliminary document** and **starting point for discussion** regarding strategic planning services. The purpose of this is to outline the anticipated scope, deliverables and engagement approach for the project.

### **1. Introduction**

The Warren Public Library is seeking qualified consultant services to submit proposals to assist with the development of a comprehensive strategic plan that will guide the library over the next three to five years.

The consultant will design and facilitate a strategic planning process that gathers data from library users, non-users, staff and community stakeholders, and identifies specific needs that are currently unmet by library services and programs.

The selected consultant will engage stakeholders through surveys, focus groups, interviews and community engagement processes to produce a practical, measurable and forward-looking strategic plan that supports the library's mission, vision, long-term sustainability and commitment to equitable and responsive public service.

The consultant will prepare written findings and recommendations for improvements to library services, collections, marketing, community engagement, staffing and operational effectiveness.

The library seeks a consultant with demonstrated expertise in strategic planning for large public libraries.

### **2. Organizational Background**

The Warren Public Library is a Class VI library located in Macomb County, Michigan. The library serves the residents of the City of Warren. The official service population as certified by the Library of Michigan is 139,387.

The library is governed by a seven-member appointed Library Commission. The commissioners serve 3-year terms. Tax revenue is collected from two millages. The first millage was voted in perpetuity and passed in 1956. The second millage was voted on and passed in 2010 and expires in 2030.

The Friends of the Warren Public Library are an independent group of local residents and library users who are dedicated volunteers who support the library. The Friends are a non-profit organization that provides additional financial support to the library in excess of what is provided by the general library budget.

Despite the Great Depression, Warren residents founded a community library in 1934. Led by local volunteers and supported by donated books and space from Mrs. Anna Zorn, the Warren Community Library officially opened on January 3, 1935, in her home on Seventh Street.

The library quickly grew, moving first to the I.O.O.F. Hall and later to Village Hall in 1949. As Warren expanded, additional branches opened across the city, including the Washington Irving, Edgar A. Guest, Dorothy Busch, Walt Whitman, Maybelle Burnette and Arthur J. Miller branches.

When Warren became a city in 1957, it unified the library system and established dedicated tax funding. Over the following decades, the library system continued to expand and modernize despite financial challenges, including temporary branch closures in 2010. Voters approved additional funding that allowed branches to reopen and aging buildings to be rebuilt.

Today, the Warren Public Library includes the Civic Center Library, Arthur Miller Branch, Dorothy Busch Branch, Maybelle Burnette Branch and XXX Branch, continuing a tradition of community-supported library service that began in 1934.

The Warren Public Library currently provides the community with materials including books, magazines, movies, music, games and more. There are approximately 58,644 active registered library card holders, and that number continues to grow. In 2025 the library circulated nearly 413,141 items including both physical and digital, had over 250,000 visitors and answered over 56,000 reference questions. In addition, there were 233,288 computer and wireless users and nearly 12,000 program participants.

The Warren Public Library currently employs 50 staff members with 24 being full-time and the remainder being part-time employees.

### **3. Purpose of the RFP**

The purpose of this RFP is to select a consultant to:

- Conduct a comprehensive organizational and community assessment
- Facilitate stakeholder engagement
- Identify strategic priorities
- Develop measurable goals and implementation strategies
- Create evaluation and dashboard tools for ongoing performance monitoring
- Deliver both a concise summary plan and a comprehensive strategic planning document.

### **4. Project Objectives**

The strategic planning process should:

- Align services with evolving community needs
- Identify future opportunities and risks
- Strengthen operational effectiveness
- Enhance equity, accessibility, inclusion and community impact
- Support evidence-based decision-making
- Establish measurable outcomes and accountability mechanisms

### **5. Scope of Work**

The consultant will provide all services necessary to complete the strategic planning process, including but not limited to the following components.

#### **A. Project Management & Planning**

- Develop project workplan and timeline
- Coordinate meetings and communications
- Facilitate steering committee sessions
- Provide regular progress updates

#### **B. Environmental Scan & Assessment**

Conduct an assessment that will include:

- Review of internal documents and prior plans
- Analysis of demographics and service trends
- Benchmarking against comparable library systems
- Evaluation of internal and external environment including quality of services, organizational reputation and community perception
- Review of library usage data, management structure, budget, operations, staffing, collections and facilities

#### **C. Strategic Alignment**

- Review and assess the current mission, vision and values statements for alignment with community needs, organizational priorities and future direction of the library.
- Recommend revisions where appropriate.

#### **D. Stakeholder Engagement**

##### **Community Survey**

Design, distribute, analyze and report on surveys that will include:

- Residents
- Library users and non-users
- Staff Community partners
- Local government stakeholders

Survey services should include:

- Survey design
- Multilingual accessibility
- Data analysis
- Executive summary of findings

##### **Focus Groups**

Facilitate focus groups with representative stakeholders, including:

- Community members
- Youth
- Seniors
- Staff
- Educators
- Community organizations
- Underserved populations

### **Key Leader Interviews**

Conduct confidential interviews with key stakeholders including:

- Library Commission members
- Municipal leadership
- Educational leaders
- Community partners
- Major funders

The consultant should summarize themes and findings while maintaining confidentiality where appropriate.

## **6. Strategic Plan Deliverables**

The consultant shall provide the following deliverables.

### **A. One-Page Strategic Plan**

A concise visual summary suitable for public communication that includes:

- Vision
- Mission
- Strategic priorities
- Key goals
- Core performance indicators

### **B. Comprehensive Strategic Plan**

A detailed strategic planning document including:

- Executive summary
- Community and organizational assessment findings
- Vision, mission and values
- Strategic priorities and goals
- Action strategies
- Equity and inclusion considerations
- Timelines
- Responsible parties
- Resource implications
- Performance measures
- Risk considerations

### **C. Strategic Dashboard**

Development of a dashboard framework to support monitoring and reporting of

- Strategic goals
- Key Performance Indicators
- Community impact measures
- Operational metrics
- Progress indicators

The dashboard should be suitable for board reporting and public transparency.

#### **D. Evaluation Framework**

Develop an evaluation and accountability framework that includes:

- Performance indicators
- Data collection recommendations
- Annual review process
- Reporting templates
- Continuous improvement recommendations

#### **7. Project Timeline**

Proposed timeline (**subject to adjustment**):

<b>Milestone</b>	<b>Target Date</b>
RFP Issued	June 2026
Questions Due	June 2026
Proposals Due	July 2026
Consultant Interviews	July 2026
Consultant Selection	July 2026
Project Kickoff	August 2026
Stakeholder Engagement	September 2026
Draft Strategic Plan	November 2026
Final Strategic Plan	December 2026

Expected project duration: **approximately 6 months.**

#### **8. Proposal Requirements**

Proposals should include:

##### **A. Firm Qualifications**

- Organizational overview
- Relevant experience
- Experience with large public libraries
- Resumes of key personnel

##### **B. Project Approach**

Describe methodology for:

- Stakeholder engagement
- Survey administration
- Focus group facilitation
- Strategic planning
- Data analysis
- Dashboard/evaluation development

##### **C. Work Plan & Template**

Provide:

- Detailed schedule

- Key milestones
- Deliverable timeline

**D. Relevant Experiences**

Include at least 3 comparable projects with:

- Client name
- Scope
- Outcomes
- References

**E. Cost of Proposal**

Provide detailed pricing including:

- Professional fees
- Travel expenses
- Survey platform costs
- Facilitation costs
- Optional services
- Total project cost

**9. Evaluation Criteria**

Proposals may be evaluated based on:

<b>Criteria</b>	<b>Weight</b>
Relevant Experience	25%
Project Approach & Methodology	30%
Stakeholder Engagement Strategy	20%
Cost Effectiveness	15%
References & Past Performance	10%

**10. Terms & Conditions**

The library reserves the right to:

- Reject any or all proposals
- Request additional information
- Negotiate scope and pricing
- Cancel or amend the RFP at any time
- Select the proposal deemed most advantageous, not necessarily the lowest cost proposal

## **NEW LIBRARY OPENING PLAN**

<b>New Building Completed</b>	<b>early November 2026</b>
<b>Soft Opening/Staff &amp; Commission Only Day</b>	<b>January 3, 2027</b>
<b>Warren Public Library 92<sup>nd</sup> Anniversary</b>	<b>January 4, 2027</b>
<b>Grand Opening Celebration</b>	<b>January 5, 2027</b>

### **Please Note:**

This is a very rough preliminary draft created simply as an attempt to get ideas and planning concepts down on paper. All timelines, procedures, layouts, staffing plans and operational details are preliminary and subject to change as the project develops. The purpose of this draft is simply to begin organizing the move-in and opening process for the new library and to provide a starting point for discussion, refinement and future planning.

## **Overall Opening Timeline**

### **1. Establish the Operational Opening Team**

Assign leads for:

- Facilities/building
- IS/networking
- Collection move
- Communications/marketing
- Grand opening event

### **2. Collection Planning**

Decide:

- Opening-day collection size (8,000 – 12,000 items)
- Percentage:
  - adult fiction
  - nonfiction
  - children
  - teen
  - media
  - library of things
  - new releases
- Shelf-by-shelf inventory assignments

### **3. Start Technical Processing**

Every item should have:

- Barcode
- RFID tag
- Spine label
- Ownership stamp
- Protective covers

- Catalog record
- Complete processing before move-in

#### **4. Technology Infrastructure Planning**

Coordinate with contractors for:

- Fiber/internet
- Wi-Fi
- Network switches
- Public PCs
- Staff PCs
- Printers/copiers
- Receipt printers
- Security gates
- RFID pads
- Phones
- AV systems
- Meeting room technology
- Server/network closet organization

#### **5. Security Planning**

Install and configure:

- Security cameras
- Alarm system
- Access control
- Panic button
- After-hours access
- Emergency lighting

#### **6. Train new staff on:**

- ILS/library software
- Security systems
- Customer service standards
- Emergency procedures
- Building systems
- Meeting room technology
- Public computer reservation systems
- Cross-train everyone

#### **7. Marketing & Public Awareness**

Launch:

- Website updates
- Social media countdown
- Construction photos

- Community sneak peeks
- Press outreach
- Grand opening invitations

Coordinate:

- Local officials
- Friends group
- Community organizations
- Schools

## **8. Inventory & Equipment Tracking**

Create master inventories for:

- Furniture
- Technology
- AV equipment
- Office supplies
- Cleaning supplies
- Programming supplies
- Label everything before move-in

## **9. Conduct Pre-Occupancy Walkthroughs**

Inspect:

- Punch-list deficiencies
- Lighting
- HVAC
- Doors
- Accessibility
- Restrooms
- Flooring
- Paint
- Shelving
- Electrical outlets
- Data ports

Document everything.

Do multiple walkthroughs.

## **10. Deep Cleaning**

Construction cleaning must occur before anything enters.

Includes:

- Dust removal
- Window cleaning
- Carpet cleaning

- Restroom sanitation
- Air vent cleaning

## **11. Shelving Setup**

Tasks:

- Verify shelf counts
- Adjust shelf heights
- Install signage holders
- Label every shelving range
- Apply section identifiers
- Mark growth space
- Unpack books directly onto final shelves
- Straighten ranges continuously

## **12. Signage Installation**

Install:

- Exterior signs
- Wayfinding
- ADA signs
- Shelf labels
- Policy signs
- Emergency exit maps
- Hours signage

## **13. Staff Workspace Setup**

Organize:

- Supplies
- Workroom
- Staff lockers
- Office equipment
- Delivery area
- Processing area

**Soft Opening/Staff & Commission Day  
December 18, 2026 (Staff In-Service Day)**

Recommended:

- Invite-only preview
- Commission members

This helps identify:

- Traffic flow issues
- Noise problems
- Furniture adjustments
- Staffing gaps

**GRAND OPENING  
January 4, 2027**

Recommended events:

- Ribbon cutting
- Tours
- Children's programming
- Technology demos
- Local history displays
- Friends group table
- Refreshments
- Media coverage

Keep actual circulation services simple on Day 1.

## **WARREN PUBLIC LIBRARY DRESS CODE POLICY**

### **Purpose**

To ensure employees present a professional, respectful and approachable image to the public while maintaining comfort and safety in the workplace.

### **Scope**

This policy applies to all employees at all library location.

### **General Standards**

- Staff are expected to dress in business casual attire.
- Clothing must be clean, neat and in good condition.
- Appearance should be professional and appropriate.

### **Acceptable Attire**

- Pants, dresses or skirts made of a non-denim material
- **Jeans are welcome on Fridays, Saturdays and Sundays**
- Shirts, blouses, sweaters or tops.
- Library or book themed clothing
- Closed-toe shoes or business-appropriate sandals

### **Unacceptable Attire**

- Athletic wear (sweatpants, jogging suits)
- Excessively revealing clothing (short shorts, miniskirts, low-cut tops, crop tops, see-through fabrics)
- Sleepwear (pajamas, slippers)
- Clothing with offensive, political, discriminatory or harassing language or images

### **Footwear and Safety**

- Shoes must be safe and supportive for a workplace setting
- Flip-flops are not allowed

### **Respect & Inclusion**

- Cultural, religious and gender expression in dress is respected
- Accommodations will be supported in line with workplace policies and agreements

### **Compliance**

Employees are expected to follow this policy. If concerns arise, they will be addressed respectfully and privately by the supervisor and/or library director. Employees may be asked to make adjustments where attire does not meet these guidelines.