

**CAPITAL AREA DISTRICT LIBRARIES**  
**COMMITTEE OF THE WHOLE**  
5:30 PM, WEDNESDAY, MARCH 19, 2025  
BOARD ROOM  
401 S CAPITOL AVE., LANSING, MI 48933  
517-367-6300

**Mission Statement:**

Empowering our diverse communities to learn, imagine and connect.

**AGENDA**

1. Call to Order
2. Roll Call
3. Public Comments on Agenda Items
4. Agenda
5. Memorandum for February 19, 2025 (enc)
6. Unfinished Business
7. General
  - a. Strategic Planning Update (enc)
8. Finance
  - a. February 2025 Financial Report (enc)
  - b. HUM 241 Substitute Employees (enc)
  - c. Okemos Meeting Room Wall Project (enc)
  - d. Potential Hotspot Services and Equipment Purchase (enc)
  - e. HUM 103 Travel Policy (enc)
9. Policies – No changes, for review only (enc)
  - a. HUM 102A Employee Use of Social Media
  - b. HUM 251 Temporary Employees
  - c. HUM 301 Student Intern Policy
  - d. REL 105 Volunteers
  - e. REL 107 Gifts and Donations
  - f. REL 107A Art Collection
  - g. SER 301 Forest Parke Library
10. Rise and Report

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

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

February 19, 2025

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

**Members Absent:**

**Staff Present:** Janet Elliott, Jolee Hamlin, Sheryl Knox, Julie Laxton, Jenny Marr, Miriam Mattison, Victoria Meadows, Thais Rousseau

**Others Present:** Lindsay Dangl

**Call to Order**

The Chairperson called the meeting to order at 5:31 p.m.

**Roll Call**

Baer – Present

Bloomquist – Present

Drake – Present

O'Donnell – Present

Smith - Present

Stewart – Present

Vandenboom – Present

**Public Comments on Agenda Items**

There were no public comments on agenda items.

**Agenda**

Mark Stewart made a motion to table General item A and approve the agenda as amended.

Debora Bloomquist seconded the motion. The motion carried.

**Memorandum for January 15, 2025**

The Memorandum for January 15, 2025, was received.

**Unfinished Business**

There was no unfinished business.

**General**

a. Travel Approval Discussion

This item was tabled for discussion at a future meeting.

## Finance

a. January 2025 Financial Report

Finance Director Miriam Mattison presented the January 2025 financial report to the Board. She also highlighted some distributions from January that will be approved at the January Board meeting.

b. Flagstar ACH Debit Block Overview

Finance Director Miriam Mattison shared information about a new product from Flagstar Bank that will add a layer of security for CADL's ACH payments.

## Policies – No changes, for review only

- a. SER 108 Exhibits, Displays and Distribution of Material
- b. SER 109 Sale of Items
- c. SER 201 Library Programs
- d. SER 202 Outreach Services
- e. SER 203 Interlibrary Loan
- f. SER 206 Library Card Application Retention Policy
- g. REL 103 Media Relations

## Closed Session

Julie Vandenboom made a motion for a closed session to be convened to consider material exempt from disclosure pursuant to MCL 15.268(h) and MCL 15.243(1)(g), and that Lindsay Dangi, Jenny Marr, Miriam Mattison, Jolee Hamlin, and Janet Elliott be invited to attend. Debora Bloomquist seconded the motion. A roll call vote was held:

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

The Board moved into its closed session at 5:43 p.m.

Julie Vandenboom made a motion to reconvene the open session. Sandy Drake seconded the motion. A roll call vote was held:

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

The agenda was resumed at 6:07 p.m.

Quinn O'Donnell made a motion to amend the agenda to include an action item for filing a petition to the Library of Michigan. Debora Bloomquist seconded the motion. The motion carried.

Quinn O'Donnell made a motion to authorize Lindsay Dangi to file a petition to the Library of Michigan to address the MMLC payment issue. Julie Vandenoorn seconded the motion. The motion carried.

**Rise and Report**

The meeting was adjourned at 6:09 p.m.

# Shaping our Future

## Community Conversations

CADL is holding a series of community conversations across to gather feedback on our next strategic plan. We invite you to attend one of the following in-person discussions to share your aspirations and priorities to help shape CADL's future.

**TUE MARCH 25 | 2-3:30 PM**  
CADL Williamston  
3845 Vanneter Road, Williamston

**FRI MARCH 28 | 5:30-7 PM**  
CADL South Lansing  
3500 South Cedar Street, Lansing

**TUE MARCH 25 | 6-7:30 PM**  
Meridian Fire Station #91  
5000 Okemos Road, Okemos

**SUN MARCH 30 | 1-2:30 PM**  
CADL Downtown Lansing  
401 South Capitol Avenue, Lansing

**FRI MARCH 28 | 10:30 AM -12 PM**  
CADL Aurelius  
1939 South Aurelius Road, Mason

### What to Expect

- A guided discussion about community aspirations and priorities and how CADL can contribute.
- A chance to connect with others who care about CADL's future.

If you cannot attend a community conversation, we encourage you to complete the community survey at [cadl.org/strategic-plan](http://cadl.org/strategic-plan).

BALANCE SHEET REPORT FOR CAPITAL AREA DISTRICT LIBRARIES  
Balance As of 02/28/2025

GL Number	Description	YTD Balance 02/29/2024	YTD Balance 02/28/2025
<b>Fund: 101 GENERAL FUND</b>			
<b>*** Assets ***</b>			
<b>Account Type: Cash</b>			
	CASH	15,370,025.55	16,846,921.56
	IMPREST CASH	2,312.00	2,312.00
	INVESTMENTS	4,395,789.54	4,589,198.17
	Cash	19,768,127.09	21,438,431.73
<b>Account Type: Other Assets</b>			
	ACCOUNTS RECEIVABLE	0.00	3,912.95
	INTEREST RECEIVABLE	89,527.31	114,483.14
	PREPAID EXPENSE	278,022.88	87,284.78
	TAXES RECEIVABLE	3,923,185.20	4,526,523.15
	Other Assets	4,290,735.39	4,732,204.02
	<b>Total Assets</b>	24,058,862.48	26,170,635.75
<b>*** Liabilities ***</b>			
<b>Account Type: Accounts Payable</b>			
	ACCOUNTS PAYABLE	211,381.64	389,993.12
	ACCRUED SALARIES PAYABLE	1,997.40	65,643.23
	Accounts Payable	213,379.04	455,636.35
<b>Account Type: Liabilities-ST</b>			
	DEFERRED REVENUE	3,923,185.20	4,526,523.15
	Liabilities-ST	3,923,185.20	4,526,523.15
	<b>Total Liabilities</b>	4,136,564.24	4,982,159.50
<b>*** Fund Equity ***</b>			
<b>Account Type: Unassigned</b>			
	FUND BALANCE AUTOMATION	1,000,000.00	1,000,000.00
	FUND BALANCE CAPITAL PROJECTS	1,543,999.66	2,249,999.66
	FUND BALANCE CONTINGENCY	6,315,399.10	5,342,849.10
	FUND BALANCE DONATIONS RESTRICTED	555,255.95	555,255.95
	FUND BALANCE DONATIONS UNRESTRICTED	512,955.93	512,955.93
	FUND BALANCE OPERATIONS	499,000.00	715,550.00
	FUND BALANCE PENSION RESERVE	1,560,000.00	1,560,000.00
	FUND BALANCE UNDESIGNATED	814,140.31	864,140.31
	Unassigned	12,800,750.95	12,800,750.95
	<b>Total Fund Equity</b>	12,800,750.95	12,800,750.95
<b>Total Fund 101 GENERAL FUND:</b>			
<b>TOTAL ASSETS</b>		24,058,862.48	26,170,635.75
<b>BEG. FUND BALANCE - 2024</b>		12,800,750.95	12,800,750.95
<b>+ NET OF REVENUES/EXPENDITURES - 2024</b>		0.00	1,217,401.87
<b>+ NET OF REVENUES &amp; EXPENDITURES</b>		0.00	0.00
<b>= ENDING FUND BALANCE</b>		12,800,750.95	14,018,152.82
<b>+ LIABILITIES</b>		4,136,564.24	4,982,159.50
<b>= TOTAL LIABILITIES AND FUND BALANCE</b>		16,937,315.19	19,000,312.32
<b>OUT OF BALANCE</b>		7,121,547.29	7,170,323.43

BOARD FS FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As of 02/28/2025

\*NOTE: Pct Budget does not reflect amounts encumbered.

GL Number	Description	Activity For 02/28/2025	YTD Balance 02/28/2025	2025 Amended Budget	% Bdgt Used
<b>Fund: 101 GENERAL FUND</b>					
<b>Account Category: Revenues</b>					
MILLAGE INCOME					
402	Property Tax Revenue	4,188,910.91	9,557,476.85	14,006,000.00	68.24
404	Renaissance Zone Reimbursement			40,000.00	0.00
437	Industrial Facilities Tax			38,000.00	0.00
	MILLAGE INCOME	4,188,910.91	9,557,476.85	14,084,000.00	67.86
PENAL FINES					
658	Penal Fines Ingham County			120,000.00	0.00
659	Penal Fines Eaton County			7,500.00	0.00
	PENAL FINES	0.00	0.00	127,500.00	0.00
STATE AID					
410	PPT Reimbursement			140,000.00	0.00
553	State Aid Direct			125,000.00	0.00
554	State Aid Indirect			125,000.00	0.00
	STATE AID	0.00	0.00	390,000.00	0.00
LIBRARY FEES					
630	Printing Revenue	5,234.41	8,371.63	42,000.00	19.93
631	Non Resident Fees	1,325.00	4,325.00	26,000.00	16.63
	LIBRARY FEES	6,559.41	12,696.63	68,000.00	18.67
DONATIONS					
674	Donation Income-Friends/Restricted	2,159.75	6,482.75	11,000.00	58.93
677	Donation Income-Unrestricted	20,136.39	20,939.20	4,400.00	475.89
	DONATIONS	22,296.14	27,421.95	15,400.00	178.06
GRANTS					
540	Grants	7,500.00	7,500.00	7,500.00	100.00
543	Grants-MMLC			15,000.00	0.00
	GRANTS	7,500.00	7,500.00	22,500.00	33.33
OTHER INCOME					
542	MMLC Reimbursement			125,000.00	0.00
628	Universal Service Fund Income			8,000.00	0.00
632	Lost and Paid Books	2,396.84	5,197.25	30,000.00	17.32
665	Interest Income	47,659.15	90,807.15	300,000.00	30.27
673	Sale of Fixed Assets	300.00	900.00	5,000.00	18.00
675	Misc Income	520.64	1,427.69	9,000.00	15.86
682	Insurance Claim Income			1,000.00	0.00
	OTHER INCOME	50,876.63	98,332.09	478,000.00	20.57
DUE FROM FUND BALANCES					
966	Due from Pension Reserve			360,000.00	0.00
974	DUE FROM SBITA			102,000.00	0.00
	DUE FROM FUND BALANCES	0.00	0.00	462,000.00	0.00
	Revenues	4,276,143.09	9,703,427.52	15,647,400.00	62.01
<b>Account Category: Expenditures</b>					
SALARIES AND BENEFITS					
702	Salaries	533,379.72	1,066,190.58	7,350,000.00	14.51
714	Unemployment Insurance			1,000.00	0.00
715	FICA EMPLOYER SHARE	40,120.99	80,412.89	562,280.00	14.30
716	HEALTH INSURANCE	40,266.07	122,657.54	850,000.00	14.43
717	Life & Disability Insurance	805.86	1,208.79	6,000.00	20.15
718	Retirement	73,660.28	158,122.58	960,000.00	16.47
719	Prescription Expense		25,694.18	300,000.00	8.56
720	DENTAL INSURANCE	9,919.36	10,085.51	48,000.00	21.01
721	VISION INSURANCE	910.72	2,732.16	12,000.00	22.77
722	Workers Comp Insurance		14,701.00	34,000.00	43.24
724	Parking Main Library	4,520.00	13,560.00	54,500.00	24.88
	SALARIES AND BENEFITS	703,583.00	1,495,365.23	10,177,780.00	14.69
MATERIALS					
727	Books	88,099.32	152,060.19	1,061,780.00	14.32
728	Periodicals		32,797.98	34,560.00	94.90
729	DVD	12,512.83	24,368.34	222,700.00	10.94
730	Library of Things	4,200.92	6,985.22	52,500.00	13.31
731	Audiobooks	46,659.06	96,492.02	638,250.00	15.12
732	Music	1,648.86	3,295.98	41,440.00	7.95
733	Databases	12,087.32	94,007.40	100,530.00	93.51

BOARD FS FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As of 02/28/2025

\*NOTE: Pct Budget does not reflect amounts encumbered.

GL Number	Description	Activity For 02/28/2025	YTD Balance 02/28/2025	2025 Amended Budget	% Bdgt Used
<b>Fund: 101 GENERAL FUND</b>					
<b>Account Category: Expenditures</b>					
MATERIALS					
734	Subscription Services		74,154.63	105,010.00	70.62
735	Processing Supplies	493.30	2,498.37	31,100.00	8.03
736	Processing Fees	5,048.55	8,161.58	68,000.00	12.00
MATERIALS		170,750.16	494,821.71	2,355,870.00	21.00
SUPPLIES					
740	Office Supplies	5,037.02	8,602.60	85,000.00	10.12
741	Postage Expense	6.15	275.10	5,000.00	5.50
776	Janitorial Supplies	1,195.16	1,999.97	17,700.00	11.30
862	Gas-Delivery Vehicles	1,573.27	3,203.31	23,000.00	13.93
SUPPLIES		7,811.60	14,080.98	130,700.00	10.77
PROFESSIONAL SERVICES					
820	Membership Fees	1,029.00	10,917.64	25,780.00	42.35
CONTRACTUAL SERVICES					
822	Bank Fees & Services	1,217.58	2,494.10	16,000.00	15.59
824	Cooperative Membership Fee			125,000.00	0.00
825	Collection Agency Fees	957.00	941.00	6,500.00	14.48
826	Payroll & Print Service	3,081.58	9,562.58	46,000.00	20.79
827	Web Chat Service	895.00	1,790.00	11,000.00	16.27
828	Melcat Delivery Charges		23,668.55	51,000.00	46.41
829	Tutoring Services		2,250.00	3,000.00	75.00
831	Marketing	3,208.61	13,984.12	151,000.00	9.26
832	Programs	7,317.79	13,596.08	112,820.00	12.05
PROFESSIONAL SERVICES		17,706.56	79,204.07	583,100.00	13.58
GOVERNANCE					
805	Legal Services	1,415.50	3,669.50	40,000.00	9.17
806	Per Diem		13.17	10,000.00	0.00
807	Memberships - Board			1,250.00	1.05
808	Conferences - Board			10,000.00	0.00
809	Audit			22,000.00	0.00
GOVERNANCE		1,415.50	3,682.67	83,250.00	4.42
STAFF DEVELOPMENT					
810	Staff Training	2,012.40	2,712.43	39,250.00	6.91
811	Recruiting Expense			500.00	0.00
812	Hospitality			5,000.00	0.00
813	Employee Recognition			5,000.00	0.00
STAFF DEVELOPMENT		2,012.40	2,712.43	49,750.00	5.45
MAINTENANCE AND UTILITIES					
801	Custodial Services	15,266.34	28,915.90	237,970.00	12.15
SECURITY SERVICES					
802	SECURITY SERVICES	12,230.09	27,010.62	157,220.00	17.18
850	Telephone	1,717.31	3,434.62	22,260.00	15.43
864	Vehicle Maintenance - Delivery	55.44	1,372.09	10,000.00	13.72
922	Steam and Gas	22,527.08	31,021.06	110,300.00	28.12
923	Electricity	13,377.89	12,452.24	208,600.00	5.97
924	Water and Sewer	2,285.95	2,154.90	27,700.00	7.78
925	Trash	856.70	1,431.12	10,570.00	13.54
930	Building Maintenance	5,805.04	18,402.64	108,700.00	16.93
MAINTENANCE AND UTILITIES		74,121.84	126,195.19	893,320.00	14.13
OTHER EXPENSE					
861	Local Travel	749.07	1,224.23	15,000.00	8.16
955	Millage Income Refund			60,000.00	0.00
956	Property & Liability Insurance	(465.00)	40,971.52	68,000.00	60.25
957	Miscellaneous Expense	247.20	449.95	6,000.00	7.50
958	Sales/Use Tax	164.82	164.82	1,000.00	16.48
960	Donation Expense Restricted	5,938.25	10,809.89	2,070.00	522.22
961	Donation Expense Unrestricted	6,270.26	6,772.98	0.00	100.00
OTHER EXPENSE		12,904.60	60,393.39	152,070.00	39.71
TECHNOLOGY EXPENSES					
878	Firewall Upgrade Project			79,850.00	0.00
895	Internet Access		2,147.40	9,000.00	23.86
896	Internet Access - Hotspots	7,538.42	18,041.67	91,770.00	19.66
898	Computer System Services	441.76	6,241.65	34,350.00	18.17
905	Computer Software	3,579.42	49,776.17	75,000.00	66.37
906	Computer Hardware	119.98	282.00	51,500.00	0.55



BOARD FS FOR CAPITAL AREA DISTRICT LIBRARIES

Balance As of 02/28/2025

\*NOTE: Pct Budget does not reflect amounts encumbered.

GL Number	Description	Activity For 02/28/2025	YTD Balance 02/28/2025	2025 Amended Budget	% Bdgt Used
<b>Fund: 101 GENERAL FUND</b>					
<b>Account Category: Expenditures</b>					
TECHNOLOGY EXPENSES					
907	III Software & Hardware Maintenance	12,887.67	161,422.74	168,040.00	96.06
911	Mobile Training Lab			51,000.00	0.00
	TECHNOLOGY EXPENSES	<u>24,567.25</u>	<u>237,911.63</u>	<u>560,510.00</u>	<u>42.45</u>
CAPITAL OUTLAY					
873	Building Upgrades			25,000.00	0.00
889	Okemos Renovation Project			10,000.00	0.00
914	HOLT REMODEL			100,000.00	0.00
915	STOCKBRIDGE REMODEL			125,000.00	0.00
916	PUBLIC COMPUTERS	(1,700.00)		0.00	0.00
929	SBITA/LEASE PRINCIPAL PAYMENTS			102,000.00	0.00
967	Outreach Projects	147.30	283.15	70,000.00	0.40
980	Staff Furn & Equipment	1,106.20	1,703.64	46,550.00	3.66
982	BUILDINGS			175,000.00	0.00
987	GRANT EXPENSES	8,375.00	16,750.00	7,500.00	223.33
	CAPITAL OUTLAY	<u>7,928.50</u>	<u>18,736.79</u>	<u>661,050.00</u>	<u>2.83</u>
	Expenditures	<u>1,022,801.41</u>	<u>2,533,104.09</u>	<u>15,647,400.00</u>	<u>16.19</u>
Fund 101 - GENERAL FUND:					
	TOTAL REVENUES	4,276,143.09	9,703,427.52	15,647,400.00	62.01
	TOTAL EXPENDITURES	1,022,801.41	2,533,104.09	15,647,400.00	16.19
	NET OF REVENUES & EXPENDITURES:	<u>3,253,341.68</u>	<u>7,170,323.43</u>	<u>0.00</u>	

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**CAPITAL AREA DISTRICT LIBRARIES**  
**HUM 241 SUBSTITUTE EMPLOYEES**  
~~March 18, 2015~~ **MARCH 26, 2025**

1. Purpose Of Substitute Employees - Substitute employees are used to cover positions when regular staff members are absent because of illness, vacation or other approved leave. Substitutes are also used to cover positions while regular staff members attend continuing education programs or prepare for library programs.
2. Qualifications, Hiring, Termination - The qualifications and requirements for substitute employees are the same as those for regular personnel in equivalent positions. The same hiring procedures will be used for substitute employees as for regular personnel. Substitute employees may be terminated at will at the discretion of the Executive Director. Those wishing to terminate employment with Capital Area District Libraries should notify the Executive Director in writing at least two weeks in advance.
3. Wages - The hourly rate for substitute employees will be set by the Board. **FOR SUBSTITUTE LIBRARY ASSISTANTS AND SUBSTITUTE LIBRARY CLERKS THE HOURLY RATE IS 85% OF THE CURRENT PAY RATE FOR THOSE POSITONS.** Substitute employees will be paid their regular hourly rate for mandatory meetings and training sessions. There is no pay for meal breaks.
4. Hours of Work - There are NO guaranteed hours. Substitute employees will cover only assigned hours and should under no circumstances work more than 28 hours per week. MLS Librarians may not work more than 9 four hour days per month. Other substitutes may not work more than 9 eight hour days per month. The minimum number of hours a substitute can work is 2 hours. Substitute employees who work four hours or more will be entitled to a 15-minute break.
5. Benefits, Credit for Length of Service - Substitute employees are not eligible for benefits and are not covered by the Personnel Manual or the Union contract. If a substitute employee becomes a regular employee, time served as a substitute employee will not apply in determining length of service.
6. Scheduling - Library Heads or Department Supervisors may schedule substitute employees as needed according to budget guidelines.
7. Travel Time and Mileage - Substitute employees are not paid for time spent traveling to their work assignment nor are they reimbursed for commuter mileage. Regular library employees who substitute at locations other than their assigned location are not paid for time spent traveling to the substitute location. They are reimbursed for the mileage from their home to the substitute location minus their regular commuting mileage from home to work. If the difference is a negative number, the employee is not reimbursed.

**Okemos Meeting Room Wall Project  
Recommendation  
March 26, 2025**

**RECOMMENDATION:**

Approve DBI to install a modular wall in the former Okemos computer area. This installation will create an additional meeting space for the staff and patrons.

The total project cost is estimated at \$20,295, including a 5% contingency. The Friends of the Okemos Library have approved up to \$10,000 toward the project. Okemos donated funds, and CADL budgeted furniture and equipment funds will cover the remaining balance.

This installation will include a 21'x9' wall of modular panels consisting of 2/3 glass (top) and 1/3 solid panel (bottom). It will also include a 40-inch sliding door on the room's interior.

Existing furniture will furnish the new meeting space, with computers and computer desks moving to the main library floor and two study tables in the new room. A digital presentation screen will also be installed.

**BACKGROUND:**

As the current Okemos Library grew and absorbed space after other tenants moved out, this space was originally an enclosed room with a door. CADL removed the wall to open the area for a larger computer space, which is no longer necessary based on usage. However, the need for more meeting space has increased.

We first requested two quotes from builders to reinstall a permanent wall where the previous wall was located. However, when reviewing the proposal with Meridian Township, they required architectural and engineered drawings and permits to install a permanent wall, which would have doubled the project's cost. Using Haworth modular wall panels eliminates thousands of dollars in added expenses, and the Township approved the modular panels.

**ESTIMATED BUDGET BREAKDOWN:**

<b>Okemos Library Project Budget</b>	
<b>DBI</b>	
Modular Wall Panels/Parts	\$13,084
Installation	\$2,320
Travel & Transportation Charges	\$400
Design	\$524
<b>Screen</b>	
Screen, Wall Mount, Connections Est.	\$3000
<i>5% Contingency:</i>	<i>\$967</i>
<b>Total Costs</b>	<b>\$20,295</b>

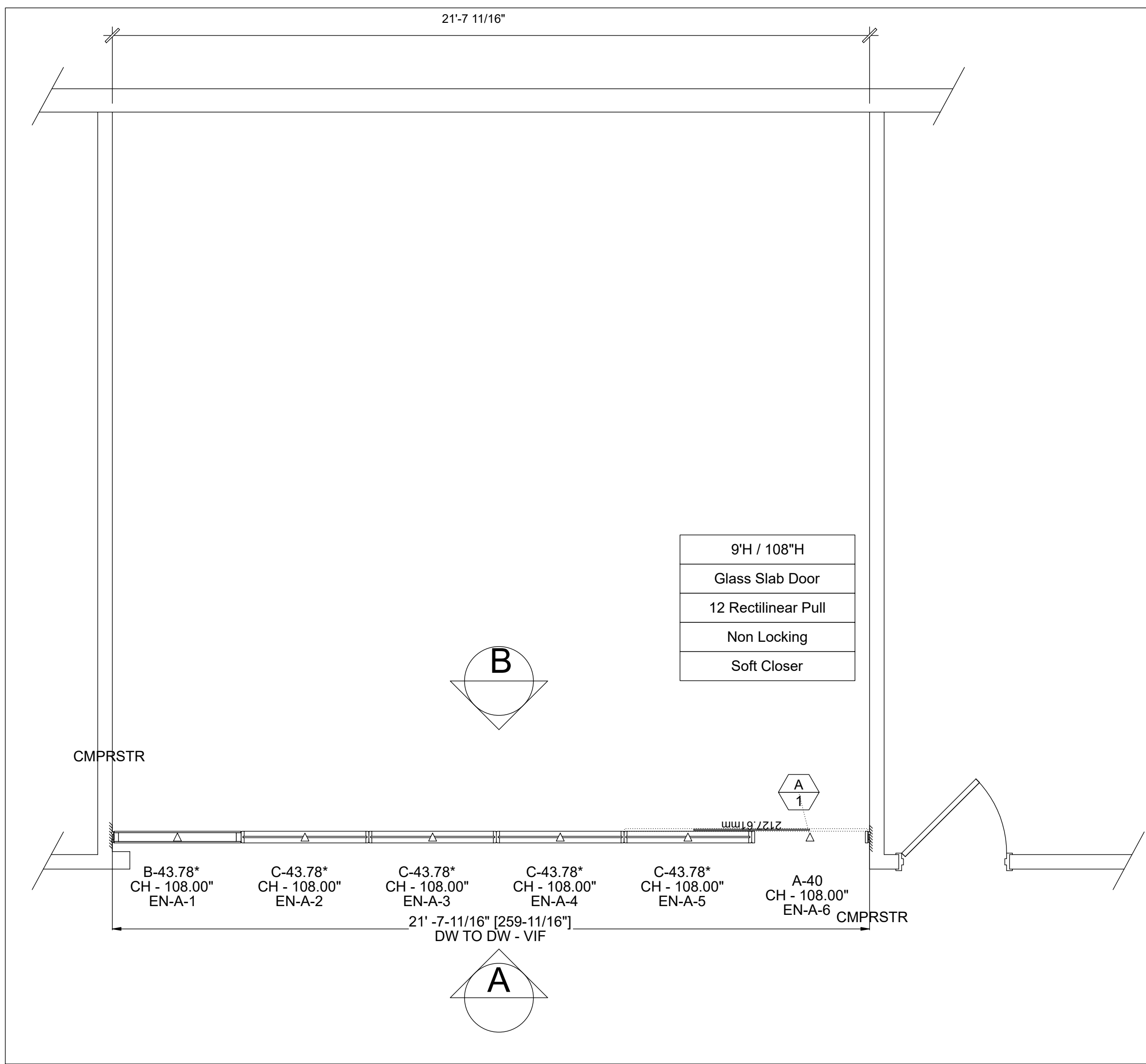
**ESTIMATED FUNDING BREAKDOWN:**

<b>Okemos Library Project Funding</b>	
<b>Restricted Donations</b>	
Friends of the Okemos Library	\$10,000
Okemos Donated Funds	\$7,000
CADL F&E Budgeted Funds	\$3,295
<b>Projected Funding Sources</b>	
	<b>\$20,295</b>

**VENDOR BACKGROUND:**

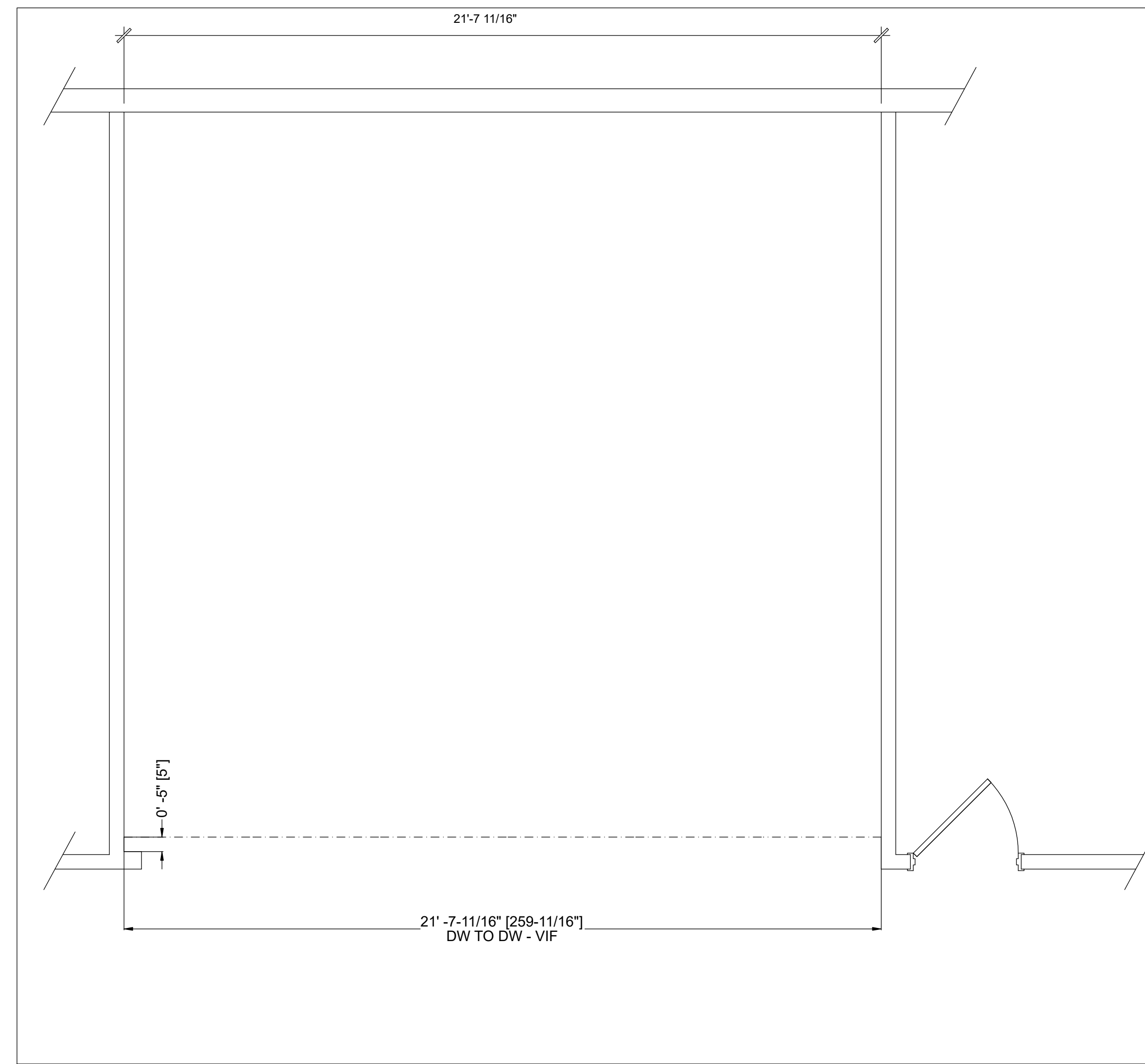
DBI holds the State of Michigan Contract for Haworth, which allows us to save 55% off the list price for the wall panels.

At DBI, we hold ourselves to the highest standard of reputational excellence. We believe that reputational excellence is not just a goal but deeply ingrained in our DNA. We strive to be recognized as the leader in our industry, known for our exceptional customer service, superior products, and innovative solutions.



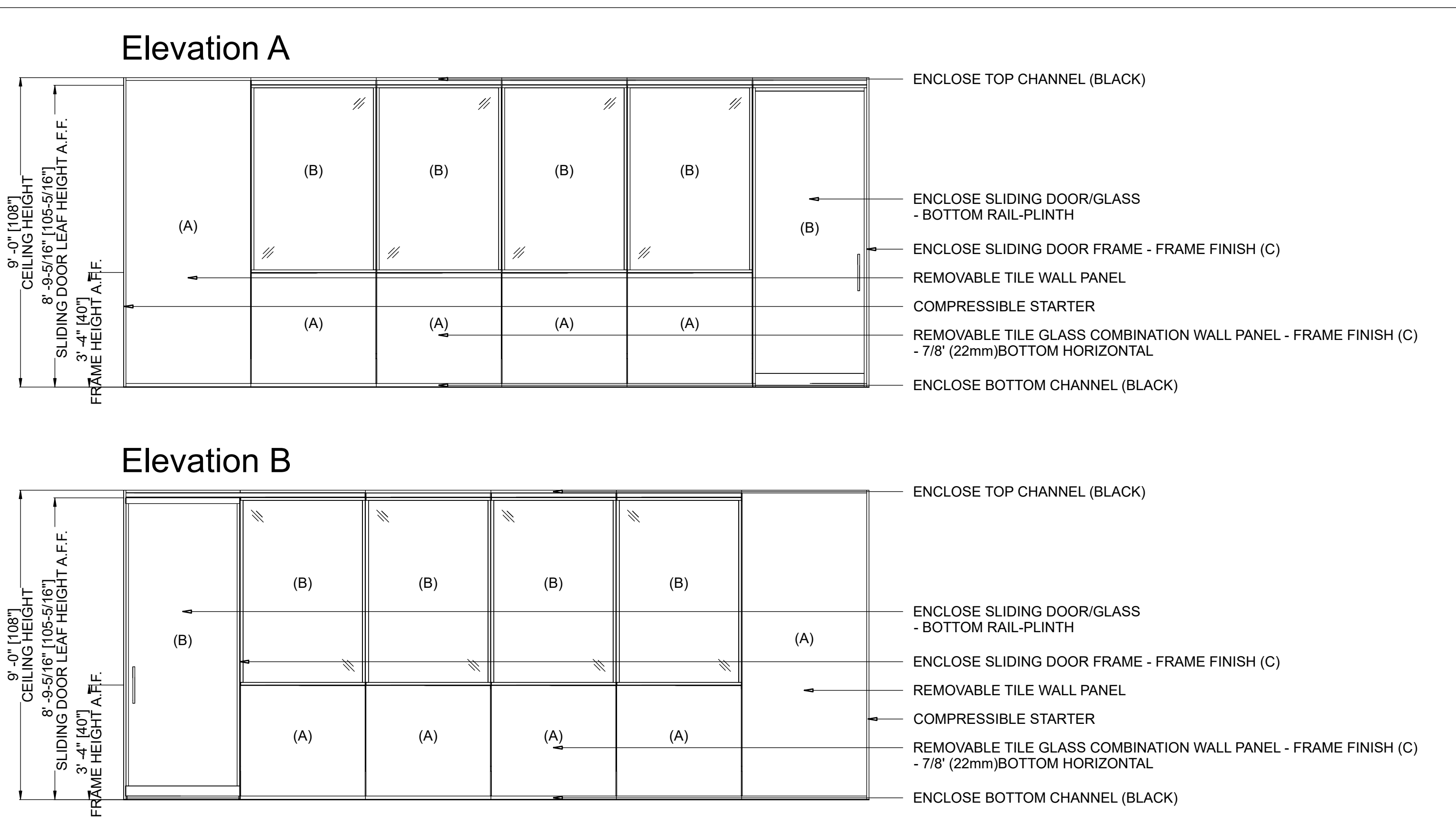
PANEL LAYOUT A

3/8" = 1"



CENTERLINE LAYOUT A

3/8" = 1"



ELEVATION A

3/8" = 1"

**GENERAL NOTES**

- DO NOT SCALE DRAWING.
- DRAWING AND MATERIAL PRESENTED IS THE PROPERTY OF HAWORTH AND MAY NOT BE DUPLICATED, USED OR DISCLOSED WITHOUT THE WRITTEN CONSENT OF HAWORTH.
- VERIFY ALL DIMENSIONS ON SITE AND REPORT ANY DISCREPANCIES TO HAWORTH.
- THIS DRAWING TO BE READ IN CONJUNCTION WITH ELECTRICAL AND MECHANICAL DRAWINGS. REPORT ANY DISCREPANCIES OR CONFLICTS TO HAWORTH FOR CLARIFICATION.
- BUILDING DETAILS SHOWN REFLECT THE CEILING, FLOOR AND WALL CONNECTIONS SPECIFIED. THESE DETAILS ARE AFFECTED BY SPECIFIC REQUIREMENTS OF THE AUTHORITIES HAVING JURISDICTION (AHJ). IT SHALL BE THE RESPONSIBILITY OF THE PROFESSIONAL OF RECORD/OWNER TO VERIFY THE REQUIREMENTS OF THE AHJ PRIOR TO FINALIZING THE ORDER AND TO ADVISE OF NECESSARY CHANGES IN WRITING, NOTING THE SPECIFIC REQUIREMENTS. IT SHALL BE THE RESPONSIBILITY OF THE PRIME CONTRACTOR TO ENSURE ADDITIONAL INSTALLATION MATERIALS ARE PROVIDED AND INSTALLED TO MEET SUCH REQUIREMENTS.
- LIFESPACE ERA PRODUCT THICKNESS: 58mm(2-1/4"); ENCLOSE/ENCLOSE FRAMELESS GLASS PRODUCT THICKNESS: 102mm(4")
- PRODUCT DIMENSIONS SHOWN ARE NOMINAL. STANDARD MANUFACTURING TOLERANCES SHALL APPLY.
- WALL STARTERS TO BE MECHANICALLY FASTENED TO THE BASE BUILDING ON CORNICE RAIL CONDITION.
- ALL SATIN ETCH/ETCH FRIT GLASS TO BE PLACED ETCH SIDE TOWARDS THE INSIDE OF THE ROOM. ALL TEXTURED GLASS TO BE PLACED TEXTURED SIDE TOWARDS THE OUTSIDE OF ROOM.
- PRODUCTION WILL NOT BEGIN UNTIL ORDER IS RECEIVED AND APPROVAL DRAWING SETS AND REQUIRED SITE DIMENSIONS ARE SIGNED OFF.
- HAWORTH RESERVES THE RIGHT TO CHANGE PRODUCT SECTION DETAILS WITHOUT NOTICE.
- CONFIGURATION OF THE ENCLOSE MOVABLE WALL SYSTEM WITH RESPECT TO THE ATTACHMENT OF FURNITURE COMPONENTS USING THE INTEGRAL SLOT FEATURE SHALL COMPLY WITH HAWORTH'S PUBLISHED PRODUCT RULES AND ANY REQUIREMENTS OF THE ADOPTED BUILDING CODES AS INTERPRETED BY THE AUTHORITY HAVING JURISDICTION. THE PROFESSIONAL OF RECORD/OWNER TAKE RESPONSIBILITY TO ENSURE THAT ANY CHANGES MADE TO THE LAYOUT, AS WELL AS TYPES OF SLOT MOUNTED FURNITURE, WILL FOLLOW ESTABLISHED PRODUCT RULES AND GUIDELINES TO ENSURE PRODUCT SAFETY. IN ALL CASES, HAWORTH RECOMMENDS THAT WALLS WITH FURNITURE COMPONENTS ATTACHED ARE LATERALLY BRACED, BASED ON RECOMMENDED DESIGN DETAILS FROM THE ENGINEER OF RECORD.

**REVISIONS**

REV. NO.	NOTES	ISSUE DATE
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**SITE SURVEY**

SIGNATURE	PRINT NAME	DATE
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**CLIENT APPROVAL**

- APPROVED DRAWING PACKAGE  
 APPROVED, AS NOTED  
 REVISED, RESUBMIT

AUTHORIZED SIGNING OFFICER	DATE
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THIS DRAWING REPRESENTS OUR INTERPRETATION OF THE DESIGN INTENT AND WILL BE USED FOR THE PURPOSE OF CREATING A DETAILED PRODUCT SPECIFICATION FILE. THE DETAIL AND SCOPE IN THESE DRAWINGS REPRESENT THE PRODUCT THAT WILL BE DELIVERED TO SITE. ALL ADDITIONS, CHANGES, OR DEVIATIONS FROM THIS APPROVAL DRAWING WILL BE REGARDED AS A CHANGE ORDER AND PROCESSED ACCORDINGLY. APPROVAL OF THIS DRAWING PACKAGE IS ONE OF THE CONDITIONS PRECEDENT TO THE COMMENCEMENT OF GENERATING A PROJECT BIF.

AREA	ZONE
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**PROJECT**

Capital Area District Library

**LOCATION**

**SITE ADDRESS**

**DRAWING TITLE**

OVERALL LAYOUT / FLOOR

PROJECT NO.:	START DATE:
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SALES REP.:	DESIGNER:
-------------	-----------

PROJECT COORDINATOR:	PROJECT MANAGER:
----------------------	------------------

TICKET NO.:	SHEET NO.:
-------------	------------

	ID 1/2
--	--------

DOOR SCHEDULE																																															
IND TAG	TYPE	HANDNESS	QTY	WIDTH	ACTIVE CLEAR OPENING	CEILING HEIGHT	DETAIL REFERENCE	ELEVATION REFERENCE	FRAME						DOOR LEAF						HARDWARE						MISC.					REMARKS															
									CONFIGURATION	COLOR	RANGE NOTE	RANGE DOWN	RANGE UP	TRANSOM	TRANSOM HEIGHT A.F.F.	JAMB STRIKE	NO_STRK	TYPE	FRIT FINISH	LOCKSET PREP	PULL PREP	SURF COLOR	PLINTH	BOTTOM RAIL HEIGHT	DROP SEAL	DROP SEAL FINISH	HINGE COLOR	TOP LIGHT BLOCK FINISH	HARDWARE SET	SHIP	LOCKSET MANUFACTURER		LOCKSET TYPE	ACTIVE FUNCTION	HANDLE STYLE	LOCKSET FINISH	LOCKSET HEIGHT	LOCKSET CORE	PULL MANUFACTURER	PULL TYPE	PULL FINISH	PULL HEIGHT	SOFT CLOSE	CLOSER	BYPASS SEAL	STOP	STOP FINISH
A	ENC SLIDING	LHR	1	3'-4"	-	9'-0"	-	-	SGL	C	-	-0'-0-3/4"	0'-1-1/4"	-	-	NO_STRK	GLZ	-	-	FACTORY	B	PLINTH	0'-3-1/2"	-	-	-	-	-	-	1	YES	-	-	-	-	-	-	JKCSTNGS	RCTLR_12	TR_LE	3'-4"	CLS2	-	-	-	-	-

ABBREVIATION LEGEND	
167	Enclose @
CLS2	Soft Closer(120kg)
FPREPSH	Factory Prep/Ship Pull
GLZ	Glass
JKCSTNGS	J&K Castings
LHR	Left Hand Reverse
PLINTH	Plinth
RCTLR_12	RCTLR 7/8 T 12L x 12OC
SGL	Single

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PROJECT NOTES	
ENCLOSE CEILING HIGH STANDING DETAIL	
CEILING HEIGHT	: 108" [2,743.2 mm]
CEILING TYPE	: 1" T-BAR AND FLUSH TEGULAR TILE CLIP
STANDING DETAIL	: CEILING HIGH
LATERAL BRACING	: LATERAL BRACING NOT SPECIFIED
LATERAL BRACING	: LATERAL BRACING FLOOR ONLY
FLOOR DETAIL	: CARPET
REVEALS	: PITCH (TEXTURED), GRADE A - TR-0TF
GLAZING BEADS	: PITCH (TEXTURED), GRADE A - TR-0TF
CEILING HEIGHT TOLERANCES	
PRODUCT WILL BE PRODUCED TO FIT CEILING HEIGHT NOTED ABOVE. NOTE: WALL HEIGHTS AVAILABLE IN 1/8" (3.175MM) INCREMENTS. REFER TO VERTICAL ADJUSTMENT RANGES IN TABLE BELOW. ALL VERTICAL PRODUCT DIMENSIONS REFERENCING FINISH FLOOR ARE CAPABLE OF A VARIATION OF: RANGE DOWN/RANGE UPWARD	
• ENCLOSE PANELS:	-0.75"(-19 MM) 1.75"(44 MM)
• ENCLOSE DOORS:	REFERENCE DOOR SCHEDULE
FINISH SUMMARY	
WallCover	
A Makenzie Birch, GRADE B	Z3-MKB
Glass	
B Clear Tempered - 10MM, GRADE C	,1G-03C
Trim / Powdercoat	
C Metallic Silver, GRADE B	,TR-0LE
ENCLOSE PARTITION LEGEND	
T-XXX 42.00 EN-XX-XXX	PANEL TYPE ID TRUE PANEL SIZE (IMPERIAL) PRODUCT TYPE/ZONE/PANEL ID
▲ SIDE A ▲ SIDE B	NOTE: ALL EXISTING PANELS ARE INDICATED WITH AN "(E)" AT THE END OF THE LABEL LOCATION NUMBER i.e. EN-A-94 (E) \ EXISTING i.e. EN-AD-1 \ NEW PRODUCT *OS* ON FRAMELESS ENCLOSE INDICATES OVERSIZED HORIZONTALS
X A-B	HARDWARE SET LABEL ID (SUPPLIED BY HAWORTH) X PANEL TYPE ID A ACTIVE HARDWARE SET ID B INACTIVE HARDWARE SET ID (IF APPLICABLE)
X A-B	SHADED LOWER SECTION INDICATES DOOR LOCKSET OR PULL SUPPLIED BY OTHERS
▲	REMOVABLE TILE SOLID WALL PANEL 4" (101.6mm) Product Depth
▲	REMOVABLE TILE GLASS/SOLID WALL PANEL 4" (101.6mm) Product Depth
▼	SINGLE SLIDING GLASS SLAB DOOR 4" (101.6mm) Product Depth
LINEAL FOOTAGE LEGEND	
Enclose	21' -7-11/16"

## TRIM FINISHES



TRIM  
Metallic Silver  
GRADE B  
,TR-0LE



REVEALS  
Pitch (Textured)  
GRADE A  
,TR-0TF

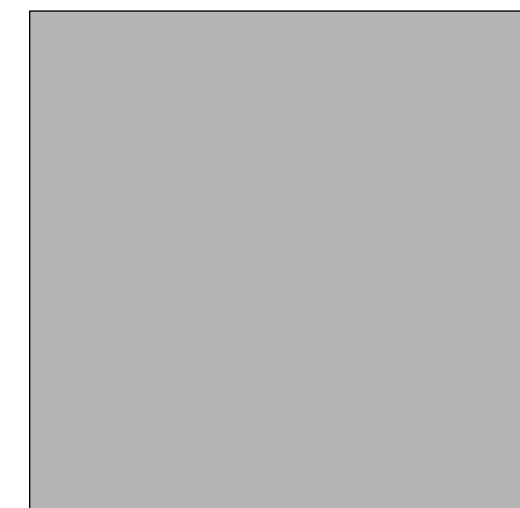
## HARDWARE / ACCESSORIES

(COLOR MAY NOT MATCH IMAGE. SEE DOOR SCHEDULE)



Door Rectilinear Pull  
12"L

## GLASS / WALL COVERING FINISHES



GLASS FRONTS  
Clear Tempered - 10MM  
GRADE C  
,1G-03C



TILES  
Makenzie Birch  
GRADE B  
Z3-MKB

## RENDERINGS



## PROJECT LEGEND

## REVISIONS

REV. NO.	NOTES	ISSUE DATE

## SITE SURVEY

SIGNATURE	PRINT NAME	DATE

**CLIENT APPROVAL**

APPROVED DRAWING PACKAGE  
 APPROVED, AS NOTED  
 REVISED, RESUBMIT

AUTHORIZED SIGNING OFFICER	DATE

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AREA	ZONE

**PROJECT**  
Capital Area District Library

**LOCATION**

**SITE ADDRESS**

**DRAWING TITLE**  
PROJECT LEGENDS

PROJECT NO.:	START DATE:
SALES REP.:	DESIGNER:
PROJECT COORDINATOR:	PROJECT MANAGER:
TICKET NO.:	SHEET NO.:
	ID 2/2

## Potential Hotspot Services and Equipment Purchase March 19, 2024

**Background:** We currently circulate more than 200 hotspots through a variety of lending models. We use two different vendor programs to purchase and manage them – Mobile Beacon and T-Mobile.

The Mobile Beacon program is very affordable (~\$20/per device and \$120/year for data service/device) We maximize our use of this program. There are quantity caps, but also this program is more labor intensive for CADL staff.

The T-Mobile program is through the state MI-DEAL program. It is ~\$30/per device/month. That includes the device. The value and service we have received through this relationship has been outstanding.

In response to a new E-rate program to subsidize hotspot loaning for schools and libraries, the Michigan Statewide Education Network (Mi-SEN) conducted an RFP under the E-rate procurement guidelines and has published a Master Agreement for hotspot equipment and service plans. This agreement was made available to schools and libraries on March 7. On March 11, CADL staff solicited quotes and supporting documentation from all approved vendors on the agreement. Those responses are due March 20.

Preliminary analysis of the pricelist in the agreement shows promise that we could potentially save 25-30% of our current costs with T-Mobile. We will evaluate the details of the offerings and if it is favorable for CADL, we will bring a purchase recommendation to the March 26 Board meeting.

**Note:** March 26 at midnight is also the last possible day to file an application for funding in the new E-rate program. The viability of the program is in question, because it is under attack in Congress. We are making every effort to apply under the rules and timeline in the event that the program survives.

# **CAPITAL AREA DISTRICT LIBRARIES**

## **HUM 103 Travel Policy**

### **SEPTEMBER 20, 2023**

#### **I. Purpose**

These travel guidelines address every aspect of library business travel from the initial decision to make a trip to the final billing and reimbursement procedures. These guidelines cover every type of library business travel including meetings, educational workshops, conferences, making a bank deposit, and many others.

Capital Area District Libraries will cover the ordinary and necessary expenses incurred by library staff members and board members traveling on Library business. Travelers are expected to exercise the same care in incurring business expenses as any prudent individual traveling for personal reasons. This includes:

- traveling only when such travel is necessary to effectively conduct library business,
- using the most cost effective travel methods,
- personally checking the accuracy of all accountable documents before accepting them, and
- promptly and accurately reporting all expenses (with required documentation attached).

In addition to actual costs, it is expected that travel arrangements should also consider costs for time, scheduling, needs, convenience and personal safety.

#### **2. General Guidelines**

Travel Authorization - Prior authorization is required for any travel. Travel by Library Board members needs to be authorized by the Board Chairperson. Travel by the Executive Director needs to be authorized by the Board Treasurer. Travel of more than 50 miles needs to be authorized in advance by the Executive Director or designee. Travel of 50 miles or less needs to be authorized by the employee's supervisor.

Travel Expense Form - Travelers attending overnight conferences, institutes, or business meetings need to submit a completed, signed Travel Expense Form with all supporting documentation (original receipts only) to their supervisor within fifteen (15) days from their return. The supervisor will review the form and receipts for accuracy and conformity to established policies; however, the responsibility for the accurate completion of a Travel Expense Form is the personal obligation of the traveler and cannot be delegated. After review, the supervisor will forward the documents to the Executive Director or designee.

Travel Mileage Form - Travelers who use their personal cars for day-to-day business related tasks such as bank deposits or other errands related to library work need to record each trip on a Travel Mileage Form. Completed, signed Travel Mileage Forms need to be turned in to the employee's supervisor. Mileage reimbursement requests are to be submitted at least quarterly.

Reimbursement - Travelers will be reimbursed actual expenses directly involved with travel, based upon their Travel Expense Form and accompanying receipts. Original receipts are required for all expenses. The Travel Expense Form must note:

- business purpose of expense;
- amount of expense;
- date of expense;
- place of expense (name, address, city, state)

Reimbursable And Non-Reimbursable Travel Expenses - Following is a list of travel expenses that are/are not reimbursable to a traveler on library business.

#### Reimbursable Expenses

- Meals, lodging, and travel as detailed below;
- Baggage transfer and handling, including reasonable tips;
- Registration fees, if the purpose of travel is attendance at conferences or official meetings. Registration for conferences, workshops and webinars must receive prior supervisory and administrative approval and may not be reimbursed without prior approval. Payment for registration should not be paid by employees, but will be paid through administrative channels;
- Taxis, Uber, Lyft and other for hire transportation services, including reasonable tips, public transportation costs, and other transportation for meals, lodging and to and from airport or train stations;
- Toll charges, parking fees, ferry fees, bridge, road, and tunnel fees;
- Reasonable tips are reimbursed are up to 20% for high quality service.

#### Non-Reimbursable Expenses

- Alcoholic beverages
- Coat check
- Collision damage waiver (rental car)
- Entertainment
- Keys locked in personal automobile
- Late check-out and room guaranteed charges
- Laundry and dry cleaning
- Non-business related expenses
- Parking tickets or other traffic fines
- Personal automobile accident insurance
- Personal telephone calls
- Personal toiletries
- Spouse/family travel expense
- Snacks between meals
- Tobacco products
- Towing personal automobile
- Travel insurance

Changes in Travel Arrangements - If a change in travel arrangements results in an additional charge, both the original charge and the additional charge should be included as two (2)



separate entries on the Travel Expense Form. If a change in travel arrangements results in a refund, the traveler must attach the refund of credit slip to the Travel Expense Form. If travel changes are based on personal situations of the traveler, additional reimbursement will be dependent on circumstances.

### **3. Ground Transportation**

Vehicle Use Agreement – All staff members using their personal vehicles to travel for library business will be required to sign a vehicle use agreement. This agreement will require the signer to abide by all motor vehicle laws, meet minimum insurance requirements, follow prescribed safety rules, and document all travel and any accidents that might occur while driving on library business.

Mileage Rate - Travelers using their personal cars for library business travel will be reimbursed at the rate currently allowed by the IRS. All travel must be by the most logical direct route.

Commuter Travel - Commuter travel (the distance an employee normally drives between home and work) is not reimbursed. Employees whose business travel overlaps their normal commuting mileage will be reimbursed for all mileage except commuting mileage.

For example, if an employee attends a meeting in Lansing, works in Haslett and lives in Mason, they would be eligible for mileage for the drive from Mason to Lansing minus the mileage that it normally takes them to drive from Mason to Haslett. CADL does not pay mileage for an employee to drive to a location that is shorter than the distance they normally travel to work. For further explanation of commuter travel mileage, see the CADL HR manual.

Restrictions – All CADL travelers are required to wear a seat belt at all times while traveling on Library business.

Any penalties for traffic/parking violations are the responsibility of the driver. Under no circumstance should an employee attempt to operate any moving conveyance if under the influence of alcohol and/or a controlled substance.

Highway tolls and reasonable parking costs may be expensed. When combined with personal travel, only the costs applicable to the business portion of the trip may be expensed.

Transport Hires - Hotel courtesy shuttles are the preferred method of transportation between the arriving airport and the hotel, whenever available. If a hotel shuttle is not available, the most logical, low cost transportation must be used.

Rental Cars - All car rentals must be pre-approved or the travelers will not be reimbursed by CADL for the rental.

Before leaving the car rental agency location, the driver will inspect the car for damage and will advise the rental agency of any damages that are not previously noted on the rental contract.

All rental cars should be refueled immediately prior to their return in order to avoid fueling charges (use self-service whenever possible).

Reporting Accidents - All accidents involving CADL travelers driving on Library business must be reported. Accidents involving personal cars driven on Library business must be reported to the driver's insurance company as soon as possible. Accidents involving rental cars must be reported to the car rental company immediately. When an accident occurs, regardless of driver fault:

- report the accident promptly to the jurisdictional authority;
- in the absence of legal representation, do not admit negligence or liability;
- in the absence of legal representation, do not attempt settlement, regardless of how minor;
- obtain the names, address and telephone numbers of injured persons and witnesses
- exchange vehicle identification and insurance policy information with the other driver;
- photograph the accident scene immediately, if at all possible.

Long Distance Ground Transportation - Trains and personal cars may be used for business travel when the total cost to do so (tickets, mileage, parking, tolls, etc.) is less than the cost of the lowest available round-trip airfare. Travelers using their personal cars for library business are responsible for insurance coverage meeting the state required minimums for public liability (bodily injury) and property damage. In case of an accident, travelers are personally responsible for any insurance deductibles.

#### **4. Meals**

General - It is expected that the traveler would incur reasonable dining expenses in the same manner as they would at home. Travelers will be reimbursed the cost of meals, plus a gratuity up to 20% for high quality service when on overnight business trips. Travelers on trips of more than 6 hours duration will be reimbursed for meals if their travel coincides with regular mealtimes. Meal receipts should be itemized. When credit cards are used to pay for meals, itemized receipts should be obtained when feasible.

Per Diem - The maximum per diem expense limit for all meals is \$75. This amount can be used to cover one meal, two meals or three meals per day. When specific meals are included in the price of the conference or event, the per diem will be reduced \$20 for breakfast, \$25 for lunch, and \$30 for dinner. Travelers will not be reimbursed for alcoholic beverages.

Separate meal expenses will not be reimbursed when a meal is:

- Included in the price of a conference,
- Served en route on a conveyance, or
- Included in the standard price of accommodations.

In-between meal snacks such as a bottle of water, candy bar, or ice cream cone will not be reimbursed.

## **5. Lodging & Air Travel Guidelines**

CADL makes lodging and air travel reservations except when not feasible or otherwise prohibitive, in which case the traveler may make arrangements with prior approval. Traveler preferences will be considered and balanced with fiscal factors, availability, group rates and other details.

### **5.1 Lodging**

Cancellations - Generally, all hotel reservations will be guaranteed for arrival. Reservations that have been guaranteed and which the traveler will not use, must be canceled as appropriate and a cancellation confirmation must be noted. All hotel room charges against uncanceled and unused guarantees will generally be the responsibility of the traveler.

Generally, lodging charges will be reimbursed after travel is complete and itemized receipts are provided to CADL. Capital Area District Libraries will pay for room, applicable taxes, and parking. No other charges will be accepted.

### **5.2 Air Travel Guidelines**

Reservations - While CADL generally makes air travel reservations, in the rare instances when travelers are approved and requested to do so, the following points should be considered to obtain the least expensive fare:

- making a reservation for the least expensive fare available in Coach Class,
- making reservations with the carrier that will provide the lowest logical airfare,
- making reservations as far in advance as possible to take advantage of early booking discounts and availability of open seat inventories,
- using alternate airports if the cost savings is more than \$100 of that of the closest airport,
- traveling during off-peak times if on less costly itinerary.

Exceptions to these guidelines need to be documented and reported on the Travel Expense Form

Airline Tickets - It is the responsibility of the traveler to review all tickets and itineraries for accuracy upon receipt. The traveler is accountable for all tickets and is responsible for any charges if a ticket is lost or stolen.

Denied Boarding - If denied boarding, the traveler must immediately obtain a written statement from the airline agent and have the airline make alternate arrangements. The traveler should not make his or her own arrangements, as these will not be reimbursed by the airline. The traveler may keep any denied boarding compensation offered while on a business trip.

## **6. Personal Travel**

Personal travel is permitted in conjunction with a business trip as long as a minimum of 50% of the time away is business related and no additional costs are incurred. If additional costs are incurred due to personal travel being added to a work related trip, arrangements will be made to offset costs on behalf of CADL. In such instances, all other reimbursement and travel guidelines within this policy will be followed. If adding personal travel results in reducing the

overall costs, CADL will only reimburse the adjusted costs for air travel, car rentals and lodgings.

Spouse/companion travel may also be added to any business travel itinerary as long as there is no additional cost to the Library. Incremental costs are the traveler's responsibility.

**CAPITAL AREA DISTRICT LIBRARIES**  
**HUM 102A - Employee Use of Social Media**  
MARCH 20, 2024

**INTRODUCTION**

CADL recognizes that internet-provided social media can be a highly effective tool for sharing ideas and exchanging information. To this end, CADL has established social media sites to inform Library users about Library programs, events (including those co-sponsored with other organizations), and materials, and to encourage dialogue and the exchange of information and knowledge between users and Library staff about these programs, events, and materials. However, CADL seeks to ensure that its social media use promotes and maintains the integrity of CADL's brand identity while minimizing legal risks. CADL therefore establishes the following rules and guidelines for employees communicating via social media. CADL has the right to monitor employee social media use. Violation of this policy may lead to disciplinary action, up to and including termination of employment.

**I. WHAT IS SOCIAL MEDIA?**

“Social media” for purposes of this policy broadly means all forms of communicating, creating, or posting information, content, or materials on the internet, all websites, listservs, applications, virtual communities, or similar platforms that enable users to create and share content, participate in any kind of social exchange of ideas, networking, or collaboration, or participate in an online community. This includes, but is not limited to any forum for online publication and commentary, any website, or any other online platform that facilitates activities such as professional or social networking, online community, posting commentary or opinions and sharing pictures, audio, video, or other content (e.g. blogs, wikis, chat rooms, message boards, listservs, TikTok, Facebook, LinkedIn, Yelp, YouTube, Twitter, Instagram, Flickr, Reddit, Twitch, and Pinterest).

**II. CONFIDENTIALITY**

CADL employees are bound by the Library Privacy Protection Act and other laws which are in place to ensure patron privacy. Library staff must adhere to the privacy laws and protect patron privacy and confidentiality at all times.

**III. PERSONAL SOCIAL MEDIA USAGE**

Employee use of social media cannot hinder CADL's ability to efficiently provide library services to the public. Unless approved by their supervisor to use personal social media within their job duties for a purpose to benefit the library employees may not use personal social media during their work hours. Such approval is within the supervisor's sole discretion to be determined on a case by case basis.

When using social media, employees remain subject to all CADL policies. Employees are prohibited from posting content on social media that could reasonably be construed as

harassing, bullying, discriminatory, retaliatory, libelous, hostile, obscene, or abusive towards CADL, its patrons, and its employees or otherwise would be in violation of CADL workplace policies against harassment or assault. This includes that employees are prohibited from posting on social media any form of discriminatory action, words, jokes, or comments based on an individual's gender identity or expression, sexual orientation, race, ethnicity, age, religion, weight, or any other legally protected characteristic.

Employees are prohibited from taking any action on social media which violates local, state, or federal law.

Employees are prohibited from intentionally or maliciously making false statements regarding CADL, other employees, and/or CADL's services.

If an employee is speaking about a Library related issue for any reason, the employee must identify clearly and prominently that they are speaking as an individual and not on behalf of CADL and that the views are the employee's own views/opinions and are not necessarily those of CADL. Employees are prohibited from using any CADL intellectual property including, but not limited to photographs, videos, graphics, logos, and programming titles.

#### **IV. AUTHORITY FOR WORK-RELATED SOCIAL MEDIA USE**

CADL's Online Content Coordinator or Marketing and Communications Director can directly publish or comment via social media using the CADL name and logo, as outlined in the job descriptions for these positions. All other employees must obtain permission from the Marketing and Communications Director before publishing or commenting via social media on behalf of CADL or using the CADL name and logo. Employees must be aware that information they display or comments they make on library social media sites may be viewed by other users as representing official library sponsored information or comments.

Staff members who wish to contribute content (e.g., writing blog posts, Facebook posts, etc.) should initially contact the Marketing and Communications Director. A discussion about objectives and goals will determine whether 1.) The situation is appropriate for authorizing the staff member to post using the CADL name and logo or 2.) The situation is best suited to submit content for the Marketing and Communications Department to post on behalf of the staff member. Staff members who are authorized to post content on branch specific social media accounts may do so without advanced approval from the Marketing and Communications Department.

CADL recognizes the value that employees can derive from exchanging information with other library professionals through listservs, message boards, etc. All employees must obtain permission from their individual supervisor before participating in social media sites for work-related reasons. If the employee wishes to use the CADL name, logo, or other intellectual property, they must obtain express permission from the Marketing and Communications Director.

Employees using social media for work-related purposes are bound by all CADL workplace policies. Employees may not post content that discriminates based on gender-identity or expression, sexual orientation, race ethnicity, age, religion, weight, or any other legally protected characteristic. Employees may not post any content that could reasonably be construed as harassing, bullying, discriminatory, retaliatory, libelous, hostile, obscene, or abusive.

## **V. RESPONDING TO SOCIAL MEDIA COMMENTS**

CADL encourages thoughtful and respectful engagement in its social media communities regarding the limited subjects of CADL programs, events, and materials.

Marketing and Communications Department staff are expected to proactively monitor and assess commentary about CADL in the digital ecosystem. However, negative comments may go undetected. Employees must immediately notify Marketing and Communications Department staff or a member of the Management Team of any negative social media comments posted in any of CADL's social media communities or in non-CADL communication channels which target CADL, CADL staff, or CADL social media community users.

When comments are removed, CADL will post a statement acknowledging the removal and reasons for removing the comment(s), which will include a link to CADL's social media community guidelines. Marketing and Communications staff will inform the Library Director of removed comments.

In instances when a social media community user is believed to have violated CADL's social media community guidelines in a manner consistent with banning the user, Marketing and Communications staff will provide the Library Director with a detailed incident report. The Library Director will make decisions related to banning users from CADL social media channels. If a user is banned from a CADL social media channel, the user will be informed of the reasons they were banned and the term of the ban.

## **VI. PROTECTED CONDUCT**

The First Amendment provides protections regarding a public employee's right to make certain statements in their individual capacity. Not all statements are protected by the First Amendment and each situation will be evaluated on a case-by-case basis.

CADL respects employees' rights to communicate on their own (or other employees') behalf concerning terms and conditions of employment. Nothing in this policy is intended to interfere with rights afforded to employees under federal and state laws including the National Labor Relations Act.

**CAPITAL AREA DISTRICT LIBRARIES**  
**HUM 251 TEMPORARY EMPLOYEES**  
March 18, 2015

**1. Purpose of Temporary Employees**

- 1.1 Temporary employees are used to carry out special projects. Temporary employees are also used to cover regular positions that are temporarily unfilled.

**2. Qualifications, Hiring, Termination**

- 2.1 The qualifications and requirements for temporary employees are the same as those for regular personnel in equivalent positions. The same hiring procedures will be used for temporary employees as for regular personnel.
- 2.2 Temporary employees may be terminated at will at the discretion of the Executive Director. Those wishing to terminate employment with Capital Area District Libraries should notify the Executive Director in writing at least two weeks in advance.
- 2.3 Temporary employees may only work for a six month time period.

**3. Wages**

- 3.1 The hourly rates for temporary employees is determined at the time of hire but may not exceed the pay rate for regular personnel in equivalent positions.

**4. Hours of Work**

- 4.1 There are NO guaranteed hours. Temporary employees will cover only assigned hours and should under no circumstances work more than 40 hours per week.

**5. Benefits, Credit for Length of Service**

- 5.1 Temporary employees are not eligible for benefits and are not covered by the Personnel Manual or Union contract. If a temporary employee becomes a regular employee, time served as a temporary employee will not apply in determining length of service.

**6. Scheduling**

- 6.1 Library Heads or Department Supervisors may schedule temporary employees as needed according to budget guidelines.



## **CAPITAL AREA DISTRICT LIBRARIES HUM 301 STUDENT INTERN POLICY**

March 20, 2019

Capital Area District Libraries welcomes requests from students in Masters of Library Science (MLS) and equivalent programs who would like to gain experience or fulfill course requirements by working as an unpaid volunteer at one of our locations.

The person may perform work normally performed by our librarians for a limited time – usually the length of school term. The person will not replace current employees or do work outside basic entry level librarianship.

Any MLS student who would like to become a student intern must complete a Volunteer Application Form. If appropriate, the Human Resources Department will arrange for staff members to interview the candidate and check references. Once this process is completed, the applicant will be notified whether or not their application has been accepted. The Human Resources Department will maintain a file of accepted applications.

Student interns are not considered employees of The Capital Area District Libraries. They receive no pay or benefits for their work.

Each Library Head is responsible for the scheduling and training of their student intern. Scheduling is based on the needs of the library and is done at the sole discretion of the Library Head or Administrative Staff.

Library Heads are responsible for assigning student interns specific tasks.

Student interns are not covered under the Workers Compensation Policy of CADL. If a volunteer is injured while performing volunteer work for the library, 9-1-1 should be called for an emergency vehicle to transport the injured person to the closest medical care facility.

**CAPITAL AREA DISTRICT LIBRARIES**  
**REL 105 VOLUNTEERS**  
March 15, 2017

The Capital Area District Libraries welcomes requests from community members who want to volunteer in community libraries. Volunteers are needed on a year-round basis to perform a variety of tasks.

Volunteers are people who work in the library on a regular basis without pay or benefits. Volunteers may include library friends, community members, boy scouts, girl scouts, honor society members, community mental health clients, people receiving job training from Michigan Works and other agencies, etc.

Community organizations that wish to provide their clients with job experience at CADL need to provide a written statement detailing their responsibilities for screening, training, and supervising those clients. That information needs to be approved by the Human Resources Director before clients may start working at a library.

Any community member who would like to volunteer on a regular basis (and who is not covered by an agreement with a community organization as described above) must fill out a Volunteer Application Form and a Volunteer Waiver. The supervisor will meet with the potential volunteer and send their completed application to the Human Resources Department. The Human Resources Department will perform a background check and will contact the applicant's references. Volunteers who are under the age of 18 and who volunteer on a regular basis must have a valid work permit.

Each supervisor is responsible for the scheduling and training of their volunteers. Scheduling is based on the needs of the library and is done at the sole discretion of the supervisor. The supervisor may end a volunteer's service at any time and for any reason. Supervisors will report the number of hours worked by each volunteer as part of their monthly statistical report.

Supervisors are responsible for assigning volunteers specific tasks. Volunteers may act as greeters, read stories to children, shelve materials, dust shelves, etc. Volunteers may do work that is assigned to library pages but will not normally do work that is performed by other staff. While working, volunteers will wear a badge identifying them as a library volunteer.

Volunteers are not covered under the Workers Compensation Policy of CADL. If a volunteer is injured while performing volunteer work for the library, 9-1-1 should be called for an emergency vehicle to transport the injured person to the closest medical care facility.

CADL will recognize all volunteers who work 10 hours or more during the year for their contributions annually during National Library Week.

# **CAPITAL AREA DISTRICT LIBRARIES**

## **REL 107 GIFTS AND DONATIONS**

March 18, 2015

### **I. Philosophy**

- 1.1 Capital Area District Libraries actively develops and uses supplemental funding sources to help finance enhanced collections, new technologies, expanded or renovated facilities, enriched library programming, and innovative demonstration projects.
- 1.2 These supplemental funding sources include: individual or corporate gifts given directly to the library; funds from local library trusts, foundations, or endowments; funds raised by Library Friends; and grant awards from state and federal governments or private foundations.
- 1.3 Although supplemental funding may play a key role in supporting library services it cannot replace public funds which support basic public library service.
- 1.4 Supplemental funding will always be used in accordance with the Library's mission, values, goals, and policies.
- 1.5 Library Friends play a significant role in providing supplemental funding for library services.

### **2. General**

- 2.1 Capital Area District Libraries welcomes gifts of money, securities, library materials, equipment, furnishing, services, and other items that assist in the provision of library service to the community in accordance with the Library's mission, values, goals, and policies. Major charge cards are also accepted.
- 2.2 Donors may designate their gift to any valid need of the library. These donations will be used for the purposes identified. Any funds in excess of the amount needed will be used for general library purposes. Gifts made for other purposes need to be approved in advance by the Executive Director in consultation with the Library Board.
- 2.3 Capital Area District Libraries reserves the right to refuse any gifts within its discretion that may not be in keeping with its mission, values, goals, and policies.

### 3. Donor Recognition

- 3.1 The Library values and respects its donors. The purpose of the recognition program is to thank donors, to encourage others to give, and to build healthy long-term relationships between the Library and its donors. Every effort will be made to ensure that recognition is timely, meaningful to the donor, appropriate and equitable. Recognition of donors will be bestowed in accordance with established guidelines.
- 3.2 Donations of money and in-kind gifts (except for used books and other library materials) will be recognized by a personalized thank you letter.
- 3.3 Donations made to branch libraries will be recognized on the Donor Plaque at that location.
- 3.4 All donations will be recognized on the Donor Tree at the Downtown Lansing Library according to the following categories:

<u>Amount</u>	<u>Category Name</u>
\$1,000 to \$2,499	Bronze Leaf
\$2,500 to \$4,999	Silver Leaf
\$5,000 to \$9,999	Gold Leaf
\$10,000 to \$24,999	Double Gold Leaf
\$25,000+	Foundation Stone

Pledges may be recognized for the full amount at the time of the pledge.

For the purposes of the donor wall, gifts will be cumulative, starting from the time that a donor database was initiated.

In kind gifts will be recognized at the level designated above and may also be noted as 'in kind'.

Donations given in memory of an individual that accumulate to reach or exceed a Donor Tree level may be acknowledged in the name of the person being memorialized.

Estate gifts may be acknowledged at the time of the receipt of the bequest and may also be noted as 'the estate of.....'.

- 3.5 Donations may be recognized in print material such as newsletters and annual reports.
- 3.6 The Library may consider individual plaques for substantial donations at the discretion of the Executive Director.

- 3.7 Standard bookplates designed by the Library will be placed in solicited and unsolicited books upon request. A special identification bookplate may be made for memorial gifts and major collection donations.
- 3.8 From time to time the Library Board may approve specific naming opportunities associated with major gifts to the Library (valued at \$10,000 or more). Naming opportunities related to buildings and furnishings are the responsibility of the local municipality (see 5.0 below).

#### **4. Donor Information**

- 4.1 All records pertaining to established and potential donors will be kept confidential to the extent allowed by law.
- 4.2 Donors who wish to remain anonymous will be listed as 'Anonymous' on recognition plaques and in library publications.

#### **5. Library Materials**

- 5.1 Gifts of library materials and donations of money or financial assets toward the purchase of materials are accepted only with the explicit understanding that the materials become the exclusive property of Capital Area District Libraries.
- 5.2 Most gifts of library materials are donated to Library Friends groups for resale. Donated materials are only added to CADL's collection if they meet the selection guidelines described in the SER 101 Materials Selection Policy.
- 5.3 The Library will, if requested, provide a written acknowledgment of the receipt of gifts, but in accordance with income tax regulations will leave the determination of a value of the donation to the donor.
- 5.4 Donated funds will only be used to purchase library materials that meet the selection guidelines described in the Materials Selection Policy. The donor, or in the case of memorial money, the family, may be consulted for suggestions or recommendations.
- 5.5 The Library has the sole right to determine how materials are cataloged, labeled, displayed, housed, and otherwise treated.
- 5.6 Materials may be assigned initially to the branch of the donor's choice but may be moved to another location depending upon library needs.
- 5.7 All materials must be available for system wide use as described in the Circulation Policy.

## **6. Real Estate and Personal Property**

- 6.1 The library will accept gifts of real property that support the mission of the library. Such offers will be handled by the Executive Director, who, with the Library Board, will determine the suitability of the gift and work out terms of acceptance that are compatible with library policies, the donor's intent, and applicable laws.
- 6.2 In-kind donations of such as works of art, furniture, equipment, special collections and real property valued at less than \$10,000 will be handled by the Executive Director. In-kind donations valued at \$10,000 or more shall be referred to the Library Board for acceptance. Acceptance of the gift is effective upon delivery.
- 6.3 The Library will only accept gifts that are in usable physical condition. Because of wear, theft and mutilation, the permanence of gifts cannot be guaranteed.
- 6.4 The Library will, if requested, provide a written acknowledgment of the receipt of gifts, but in accordance with income tax regulations will leave the determination of a value of the donation to the donor.
- 6.5 When a gift is no longer desired by the Library it will be disposed of in a manner that best benefits the Library. See FIN 211 Fixed Asset Disposal Policy.
- 6.6 Once a gift is accepted by the library it will not be returned.

## **7. Special Purpose Donations**

- 7.1 The library will accept funds donated for specific purposes that support the mission of the library. Such offers will be handled by the Executive Director, who, with the Library Board, will determine the suitability of the gift and work out terms of acceptance that are compatible with library policies, the donor's intent, and applicable laws.
- 7.2 Donors of funds may suggest specific furniture, equipment, or art work, as well as subjects or titles of collection materials to be acquired with their donation but the Library reserves the right of final selection.

## **8. Corporate Partnership & Sponsorship Policy**

- 8.1 A Corporate Partnership is a documented commercial agreement between Capital Area District Libraries and an outside organization, designed to benefit both parties.
- 8.2 A Corporate Sponsorship is a mutually beneficial agreement between Capital Area District Libraries and an outside organization, wherein an external party

- contributes funds, goods or services to the Library in return for recognition, acknowledgement or other promotional considerations.
- 8.3 Only organizations and arrangements deemed appropriate and compatible with the policies, mission, philosophy and priorities of the Library will be considered for potential partnerships or sponsorships. The Library's reputation must be considered in any agreement.
  - 8.4 Any program undertaken by the Library and any of its partners must respect the Library's commitment to intellectual freedom. Partners cannot influence the selection of materials, nor require explicit endorsement of products or services.
  - 8.5 Partnership agreements which are valued at \$10,000 or less shall be approved by the Executive Director and reported to the Library Board. Partnership agreements which are valued at \$10,000 or more shall be presented to the Library Board for approval.
  - 8.6 Recognition of the partnership or sponsorship and ongoing support will be handled by Capital Area District Libraries staff, in accordance with guidelines set by the Library Board. (See section 3 above.)
  - 8.7 The parameters of any exclusivity agreement shall clearly define the nature, extent and duration of the exclusivity.
  - 8.8 Library reserves the right to terminate an existing partnership if the partner uses Capital Area District Libraries' name outside the parameters of the partnership association, without prior consent; or if the partner develops a public image inappropriate to the Library's service and philosophy.
  - 8.9 Should there be a change in ownership or name or both of a partner during the term of the agreement, Capital Area District Libraries reserves the right to cancel the agreement if the new organization fails to meet any of the principles or conditions outlined in this policy, or in the contractual agreement.

**CAPITAL AREA DISTRICT LIBRARIES**  
**REL 107a ART COLLECTION**  
March 18, 2015

Capital Area District Libraries will develop a collection of literary art for children that will be used to promote books and reading. Artwork may include fine art prints related to reading or libraries, book illustration art, book cover art, or statuary depicting reading or learning. All artwork will support the mission of the library as a statement to support reading or literature.

Gift funds donated for "general library purposes" will be used to purchase items for this collection. The total amount spent in any year will be limited to \$3,000, or half of the general-purpose funds, whichever is less.

Other types of art work may be purchased by the library using gift funds or funds from other sources. Special consideration will be given to works by local artists that are available at local art fairs and art shows.

If gift funds are donated expressly to purchase art for the library, the Executive Director or designee will work with the donor to assist in the selection of art that will most appropriately fit within these guidelines.

All donations of artwork are covered by the guidelines set forth in REL 107 Gifts and Donations.

Artwork that is no longer needed by the library may be disposed or salvaged according to guidelines listed in FIN 211 Fixed Asset Disposal.



**CAPITAL AREA DISTRICT LIBRARIES  
SER 301 FOREST PARKE LIBRARY AND ARCHIVES**

APRIL 20, 2022

**I. Materials Collection**

**I.1 GENERAL**

I.1.1 The Forest Parke Library and Archives in the basement of the Capital Area District Libraries' Downtown Lansing Library, named for donor and long-time library patron Forest Parke, serves as steward and primary repository for CADL's special historical collections. Most holdings are related to the history of Ingham County.

I.1.2 This collection, much of which has been donated, contains many formats including, but not limited to; books, manuscripts, photographs, maps, ephemera, architectural drawings, film/video, audio, digital material, and three-dimensional objects.

**I.2 INCLUSION, REPRESENTATION, AND CENSORSHIP**

I.2.1 It is the intention of the Forest Parke Library and archives to provide an honest, accurate, uncensored representation of the history of our entire service community, with an emphasis on expanding and supporting documentation of minority and marginalized groups, both currently active and those who may have come and gone, who may have been overlooked in past collecting efforts. Local history staff actively engage with diverse community groups and organizations to foster trust and collaboration on the preservation of historical records.

I.2.2 Local History staff actively work to describe archival materials in an inclusive, harm-reducing manner. Input from communities and individuals represented is actively sought to ensure accuracy, fairness, and transparency. Materials that contain content or images that are offensive, racist, or otherwise harmful may have a content notice included in the description.

I.2.3 Local History staff will not censor, remove, manipulate, or otherwise alter content from its historical collections in keeping with the society of American archivists' code of ethics for archives.

**2. Staffing**

2.1 The Forest Parke Library & Archives is staffed by the Local History Specialist and Local History Library Assistant. The Local History Specialist will supervise and train volunteers and interns. Volunteers and interns will be utilized in the Local History Room on an as-needed basis according to the REL 105 Volunteers Policy.

### **3. Open Hours**

- 3.1 The Forest Parke Library & Archives will be open to the public as staffing allows. Advance appointments may be required.

### **4. Access to and Use of the Collection**

#### **4.1 General**

- 4.1.1 The rules for use of archival materials at the Forest Parke Library & Archives under section 4 have been established to provide the fullest possible access to collections while maintaining strict preservation standards and security of irreplaceable materials.
- 4.1.2 The public may use materials in the Forest Parke Library & Archives only when a library staff member is present. No member of the public is allowed to be in the room unsupervised.
- 4.1.3 Food and drinks are not allowed while using archival collections.
- 4.1.4 Children are welcome with a parent, guardian, or assigned caregiver present, following the guidelines in the ser 103a unattended children policy.

#### **4.2 Security**

- 4.2.1 When asked, patrons must show a picture ID with a current address such as a driver's license or state identification, enter their name and address and CADL library card number if available on a registration form. Patron information will be kept confidential. See SER104 Privacy Policy.
- 4.2.2 During Forest Parke Library & Archives open hours, only materials needed for research may be in the vicinity of the collections.

#### **4.3 Use of Materials**

- 4.3.1 Only Local History staff may retrieve materials from storage. Unprocessed materials may be accessed at the discretion of the Local History Specialist.
- 4.3.2 Local History materials are to be used in the Forest Parke Library and Archives. In circumstances when a patron is unable to travel to Downtown Lansing, and with the approval of the Local History Specialist, a small quantity of materials may be placed at a public service desk at any CADL branch location for a limited duration. A patron must leave a driver's license or state id with branch staff and may then access the materials under supervision of the branch staff within their facility.
- 4.3.3 Patrons need to handle items very gently and carefully. Patrons may not fold, write on, or otherwise damage the items. Advice on handling materials will be given to those new

to primary source or rare book research.

- 4.3.4 Handling of fragile materials will be done by Local History staff for a patron. If materials are too fragile, Local History staff will make their best attempt to provide surrogates or references to similar material, but this may not always be possible.
- 4.3.5 Some CADL branch locations hold their own Local History materials. Use of and access to these materials is at the discretion of the branch head, with guidance from the Local History Specialist as needed.

#### 4.4 Notes, Copying, and Recording

- 4.4.1 Scanners, audio recorders and cameras of any type may be used in the Forest Parke Library and Archives with prior approval of the Local History Specialist or their designee. Use of personal equipment may not cause damage to Local History materials.
- 4.4.2 Capital Area District Libraries follows the copyright law of the United States (Title 17, U.S. Code) that governs the making of photocopies or other reproductions of copyrighted material. Copies, print or digital, may be made only when staff time permits. Fees may apply.
- 4.4.3 At the discretion of the Head of Community Outreach, the Local History Specialist or their designee, high resolution reproductions may be made for patrons based on item condition, availability, and staffing.
- 4.4.4 Capital Area District Libraries makes no representation that it is the owner of the copyright in any unpublished manuscript. It is the responsibility of the researcher to obtain permission to publish from the owner of the copyright.

### 5. **Research/Reference Requests**

- 5.1 Local History staff will answer reference questions of a factual nature. Questions that require more in-depth research will be handled only as staff, volunteers, time, and resources allow. The Local History Specialist will determine when appropriate charges may apply for this research.
- 5.2 Local History staff will maintain statistics on reference requests to aid in prioritizing future processing and acquisitions efforts. These records will be kept confidential. See [SER 104 privacy policy](#).

### 6. **Digital Images and Reproductions**

- 6.1 The Local History Room's Digital History Station allows for digitizing Local History material as needed for research purposes. Patrons may also digitize their own material, including but not limited to photographs, slides, negatives, audio, and video recordings.

Guidelines for use of the digital history station are available from the Local History Specialist.

- 6.2 Local History staff may provide copies of digital images as time allows. Patrons may request images through CADL's Local History Online site, via email, phone, or in person, and images may be sent by email or saved to a patron's own USB drive or disk. Flash drives and blank disks are available for sale at the library's service desks.
- 6.3 A Capital Area District Libraries watermark may be added to all digital images and documents.
- 6.4 All personal reuse of digital images (such as posting to social media sites or printing in a family letter) must include a link or citation back to the original resources or collection in Local History Online or CADL. The Local History Specialist will provide instructions for formatting citations and links. See section 4.4.4 regarding patron copyright responsibilities.
- 6.5 Reproductions for commercial use are subject to approval by the Head of Community Outreach or the Local History Specialist. Fees may apply.
- 6.6 Researchers are asked to donate a copy of any completed published item or share a link to any online use of Local History materials.

## **7. Use of the Forest Parke Library & Archives for Meetings**

- 7.1 The Forest Parke Library & Archives may be used for library functions subject to the approval of the Head of Community Outreach or his/her designee. Guidelines for the use and maintenance of the room are available from the Local History Specialist.

## **8. Penalties**

- 8.1 Failure to comply with these rules will result in the denial of access to the collections. Theft or mutilation of the holdings is a crime that will be prosecuted.

## **9. Gifts and Donations**

- 9.1 Capital Area District Libraries encourages and welcomes monetary donations as well as material donations pursuant with CADL's Materials Selection Policy. See SER 101 Materials Selection and REL 107 Gifts and Donations.