

**MONROE COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES**

**WORK SESSION
Wednesday, April 11, 2012
5:45 p.m.
Meeting Room 1B**

AGENDA

1. Call to Order – Kari Isaacson, President
2. Policy Updates
 - a. Personnel Manual 5.06 (page 1) – Kyle Wickemeyer-Hardy
 - b. Privacy regarding Web and E-mail Communications (page 2-6) – Sara Laughlin
 - c. Americans with Disabilities Notice and Grievance Procedures (page 7-8) – Sara Laughlin
3. Request to Remove Equipment from Asset Inventory (page 9) – Gary Lettelleir
4. HVAC Retrocommissioning Update (page 10-17) – Mark Mobley
5. Urban Libraries Council *Leadership Brief*: “Five Leadership Roles for Library Trustees,” January 2011 (page 18-21) - All
6. Public Comment
7. Adjournment

RESOLUTION TO UPDATE MONROE COUNTY PUBLIC LIBRARY'S POLICY 5.06 – SMOKING

WHEREAS, the Monroe County Public Library Board of Trustees approved updates to the library Behavioral Rules on 01/18/2012, restricting smoking on library grounds:
Smoking or use of tobacco products is strictly prohibited by both inside and outside in library buildings, in library vehicles, and on library grounds. The library is 100% tobacco free, both inside and out.

WHEREAS, it is now necessary to update Section 5.06 – SMOKING of the Monroe County Public Library Personnel Manual, to align with the language of the MCPL Behavioral Rules.

Be it resolved that the Board of Trustees of the Monroe County Public Library, approve the following changes to selected parts of sections 5.10:

Recommendation to Amend Personnel Policy Section 5.06

5.06 SMOKING

In the interest of health, safety, and the comfort of all employees and patrons, smoking is ~~prohibited within MCPL's buildings and vehicles. Employees may smoke outside during appropriate break times in the designated smoking area on the northeast side of the building near the garage. They may not stand directly outside the library entrances or subject non-smokers to passive smoke. Employees who smoke outside the library entrance shall use receptacles that are provided.~~ or use of tobacco products is strictly prohibited by both inside and outside in library buildings, in library vehicles, and on library grounds. The library is 100% tobacco free, both inside and out.

Privacy Policy Regarding Web and E-mail Communications



Adopted by the Board of Trustees of the Monroe County Public Library, February 21, 2002.

This policy explains the types of information the Monroe County Public Library collects when people visit the library's web site or send e-mail to the library and what the library does with that information.

The Monroe County Public Library is committed to protecting the privacy of the people who use the library, and who communicate with the library electronically via e-mail or the Web. Except when compelled by a court order, the library does not share personal information about patrons our users with any other outside organizations. Any personal information the library we may collect about library patrons users is viewed only by staff members for the library's internal and confidential use only.

This policy explains the types of information the library collects when people visit the library's web site or send us e-mail and what we do with that information. For more information on how we protect the privacy of people using the library, please see our *Resolution on Access to Public Records Held by the Monroe County Public Library.*

What kind of information do we collect from you via the Web and why?

Whenever you visit the library's web site, even if you do nothing but read pages, the library's computers automatically gather and store certain information about your visit. This information does not identify you personally. Only Tthe following is the only information is collected when a patron visits the library's website:

- The Internet domain name you are using. For example, "xcompany.com" if you use a private Internet access account, or "yourschool.edu" if you connect from a university's domain.
- The Your IP address. All computers connected to the Internet are associated with an IP number. An IP number can be unique to a specific computer, or can represent a group of computers.
- The type of Web Browser and operating system used to access the library our site, such as Netscape or Internet Explorer and Windows 95 or UNIX.
- The address of the web site that referred the patron you to the library our site.
- The date and time of the you visit to the library web our site.
- The pages you visited on the library our site.
- The sSearch terms used that led the patron you to the library our site.

The library We uses the information we collected to count the number and type of visitors to the different pages on the our site; and to improve the help us make our site more useful to visitors like you. Information we have about your individual library accounts is not connected to a patron's your use of the Web. In other words, we can't look up your library card number and see where you have been on the Web.

What is an Internet Cookie and Does MCPL use Internet Cookies?

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~~An Internet cookie is a computer function that enables a Web server computer to send a message to your Web browser (Netscape, Internet Explorer, etc.). The message is stored as a file on your computer so that the information is quickly and readily available to submit back to the Web server. The main purpose of cookies is to identify users and possibly prepare customized Web pages for them.~~

~~Cookies can be programmed to expire after a certain time. As a cookie expires, it is discarded from memory and it is no longer saved to your computer.~~

~~The library We uses cookies with its our Web-based catalog to keep track of what scope of the catalog a patron has chosen to search or to remember the list of items a patron has exported ~~what scope of the catalog you have chosen to search, or to remember the list of items you may have selected to export~~. The cookie on the library's ~~ur~~ Web server does not sends to your browser doesn't store any personal information about you and it expires after 24 hours.~~

~~For more information about Internet cookies, see:~~

- ~~• Webopedia.com's definition of a "cookie"~~
- ~~• cookiecentral.com~~

~~What happens when you communicate with us electronically via e-mail or the Web?~~

~~Please be aware that, iThe library acknowledges that, in general, e-mail is not a secure method of communication, and patrons assume sole responsibility for all electronic communications.~~

~~The library As part of the information we request when you apply for a library card, MCPL asks patrons to that you share an e-mail address in order that the library may send notices and reminders quickly and conveniently with us so that we may inform you more quickly and conveniently when a library item you requested is waiting for you, or when an item you have checked out is overdue. However, we can continue to contact you by postal mail, if you prefer.~~

~~If patrons sends you choose to send us a a question or comment via e-mail, the library we may save the your message and any personal information itit contains in files stored on its our e-mail server in order to respond to your question or comment. The recipient of the your e-mail message may forward it your e-mail to other library MCPL employees who may be better able to help you.~~

~~Much of our correspondence is saved indefinitely in library employees' sent-mail files. However, your e-mail is shared with staff members only. We The library does not giveshare or sell the e-mail addresses of its patrons to our users with any outside agencies.~~

~~If you have any questions about the practices of the different service areas that encourage library users to communicate with us via e-mail or a web-based form, please contact that particular service area. For example:~~

- ~~Ask the Indiana Room~~
~~Indiana Room: 349-3080~~

-

- ~~Ask Us~~
~~Adult Services: 349-3228~~

-

- ~~Author Alert~~
~~Fiction Desk: 349-3210~~

-

- ~~Circulation Dept. E-mail Address - ciredept@monroe.lib.in.us~~
~~Phone: 349-3090~~

-

- ~~Kids Review~~
~~Children's Services: 349-3100~~

-

- ~~Program Proposal Form~~
~~Adult Services: 349-3228~~

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- ~~Request a Closed Reserve Collection (for teachers)~~
~~Children's Services: 349-3100~~

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- ~~Suggest an item the library should acquire~~
~~Adult Services: 349-3228~~

For more information about how the library preserves patrons' your privacy, and keeps your use of the library confidential, please see the related documents:

- [Resolution on Access to Public Records](#)

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- [Internet and Computer Use Policy](#)
- [Behavioral Rules](#)
- [Photo Release Form \(Ask at a reference desk for a copy of this form for use by library staff.\)](#)

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For more information about protecting your online privacy in general, please see:

- [American Library Association's Privacy Tool Kit](#)
- [Guide to Online Privacy: Center for Democracy and Technology](#)
- [ConsumerPrivacyGuide.org](#)
- [Electronic Privacy Information Center](#)
- [Kidz Privacy: Advice from the FTC](#)
- [Get Privacy Wise! from GetNetWise](#)
- [Privacy Rights Clearinghouse](#)

- [*Adopted by the Board of Trustees of the Monroe County Public Library, February 21, 2002.*](#)

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Updated January 25, 2012

Privacy Policy Regarding Web and E-mail Communications

This policy explains the types of information the Monroe County Public Library collects when people visit the library's web site or send e-mail to the library and what the library does with that information.

The library is committed to protecting the privacy of the people who use the library and who communicate with the library electronically via e-mail or the Web. Except when compelled by a court order, the library does not share personal information about patrons with any other outside organizations. Any personal information the library may collect about library patrons is viewed by staff members for the library's internal and confidential use only.

The following is the only information collected when a patron visits the library's website:

- The Internet domain name.
- The IP address.
- The type of Web Browser and operating system used to access the library site.
- The address of the web site that referred the patron to the library site.
- The date and time of the visit to the library web site.
- The pages visited on the library site.
- The search terms used that led the patron to the library site.

The library uses the information collected to count the number and type of visitors to the pages on the site and to improve the site. Information about individual library accounts is not connected to a patron's use of the Web.

The library uses cookies¹ with its Web-based catalog to keep track of what scope of the catalog a patron has chosen to search or to remember the list of items a patron has exported. The cookie on the library's Web server does not store any personal information and expires after 24 hours.

The library acknowledges that, in general, e-mail is not a secure method of communication, and patrons assume sole responsibility for all electronic communications.

The library asks patrons to share an e-mail address in order that the library may send notices and reminders quickly and conveniently.

If patrons send a question or comment via e-mail, the library may save the message and any personal information it contains in files stored on its e-mail server in order to respond. The recipient of the e-mail message may forward it to other library employees. The library does not give or sell the e-mail addresses of its patrons to any outside agencies.

For more information about how the library preserves patrons' privacy, please see the related documents:

- Resolution on Access to Public Records Held by the Monroe County Public Library
- Internet and Computer Use Policy
- Behavioral Rules

Adopted by the Board of Trustees, February 21, 2002.

¹ "Cookies," also known as **HTTP cookies**, **web cookies**, or **browser cookies**, are used for an origin website to send state information to a user's browser and for the browser to return the state information to the origin site. The state information can be used for authentication, identification of a user session, user's preferences, shopping cart contents, or anything else that can be accomplished through storing text data on the user's computer. Cookies cannot be programmed, cannot carry viruses, and cannot install malware on the host computer.

NOTICE UNDER THE AMERICANS WITH DISABILITIES ACT

In accordance with the requirements of title II of the Americans with Disabilities Act of 1990 ("ADA"), the Monroe County Public Library will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.

Employment: Monroe County Public Library does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the ADA.

Effective Communication: Monroe County Public Library will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the Library's programs, services, and activities, including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

Modifications to Policies and Procedures: Monroe County Public Library will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities. For example, individuals with service animals are welcomed in Monroe County Public Library facilities, even where pets are generally prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of Monroe County Public Library should contact the office of the Associate Director, who serves as *ADA Coordinator*, as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the Monroe County Public Library to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden.

Complaints that a program, service, or activity of Monroe County Public Library is not accessible to persons with disabilities should be directed to

**Associate Director and ADA Coordinator
Monroe County Public Library
303 E. Kirkwood Avenue
Bloomington, IN 47408**

Monroe County Public Library will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

Monroe County Public Library Grievance Procedure under the Americans with Disabilities Act

This Grievance Procedure is established to meet the requirements of the Americans with Disabilities Act of 1990 ("ADA"). It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by the Monroe County Public Library. The Library's Personnel Policy governs employment-related complaints of disability discrimination.

The complaint should be in writing and contain information about the alleged discrimination such as name, address, phone number of complainant and location, date, and description of the problem. Alternative means of filing complaints, such as personal interviews or a tape recording of the complaint, will be made available for persons with disabilities upon request.

The complaint should be submitted by the grievant and/or his/her designee as soon as possible but no later than 60 calendar days after the alleged violation to:

**Associate Director and ADA Coordinator
Monroe County Public Library
303 E. Kirkwood Avenue
Bloomington, IN 47408**

Within 15 calendar days after receipt of the complaint, the ADA Coordinator or designee will meet with the complainant to discuss the complaint and the possible resolutions. Within 15 calendar days of the meeting, the ADA Coordinator or designee will respond in writing, and where appropriate, in a format accessible to the complainant, such as large print, Braille, or audio tape. The response will explain the position of the Monroe County Public Library and offer options for substantive resolution of the complaint.

If the response by the ADA Coordinator or his/her designee does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision within 15 calendar days after receipt of the response to the Library Director or his/her designee.

Within 15 calendar days after receipt of the appeal, the Library Director or his/her designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the Library Director or his/her designee will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.

All written complaints received by the ADA Coordinator or his/her designee, appeals to the Library Director or his/her designee, and responses from these two offices will be retained by the Monroe County Public Library for at least three years.

MCPL Surplus Equipment April 2012

Status	Description	Book Value	Dispose 4-2012	Year	Local Tag	Mfr.	Model	Serial
9 Base Units Usable								
Active	Computer w/ 16 Flat CRT	\$1,021	1	2003	400284	Dell	40 GB Gray	8Z8CL31
Active	Computer w/ 16 Flat CRT	\$1,021	2	2003	400283	Dell	40 GB Gray	6Z8CL31
Active	Computer w/ 16 Flat CRT	\$1,021	3	2003	400293	Dell	40 GB Gray	119CL31
Active	Computer w/ 17 Flat Panel	\$1,215	4	2003	400305	Dell	GX270D	DG89L31
Active	Computer w/ 17 Flat Panel	\$1,215	5	2003	400307	Dell	GX270D	6G89L31
Active	Computer w/ 16" monitor	\$965	6	2004	400039	Dell	Pentium4 2.8	B1N6M51
Active	Computer w/ 16 Flat CRT	\$1,021	7	2003	400288	Dell	40 GB Gray	JZ8CL31
Active	Computer w/ 16" monitor	\$965	8	2004	400037	Dell	Pentium4 2.8	51N6M51
Active	COMPUTER/OPTIPLEX GX240	\$1,628	9	2001	400786	DELL	OPTIPLEX GX2	436Y111
36 Base Units non-functioning								
Active	COMPUTER W/19" LCD DISPLAY	\$950	10	2007	400585	GATEWAY	E-2610D	40468766
Active	COMPUTER W/19" LCD DISPLAY	\$950	11	2007	400568	GATEWAY	E-2610D	40468749
Active	COMPUTER W/19" LCD DISPLAY	\$950	12	2007	400561	GATEWAY	E-2610D	40468742
Active	COMPUTER W/22" LCD DISPLAY	\$1,086	13	2007	400602	GATEWAY	E-2610D	40468783
Active	COMPUTER W/19" LCD DISPLAY	\$950	14	2007	400565	GATEWAY	E-2610D	40468746
Active	COMPUTER W/19" LCD DISPLAY	\$950	15	2007	400588	GATEWAY	E-2610E	40468769
Active	COMPUTER W/19" LCD DISPLAY	\$950	16	2007	400580	GATEWAY	E-2610D	40468761
Active	COMPUTER W/19" LCD DISPLAY	\$950	17	2007	400593	GATEWAY	E-2610D	40468774
Active	COMPUTER W/19" LCD DISPLAY	\$950	18	2007	400582	GATEWAY	E-2610D	40468763
Active	COMPUTER W/19" LCD DISPLAY	\$950	19	2007	400566	GATEWAY	E-2610D	40468747
Active	COMPUTER W/19" LCD DISPLAY	\$950	20	2007	400591	GATEWAY	E-2610D	40468772
Active	COMPUTER W/19" LCD DISPLAY	\$950	21	2007	400576	GATEWAY	E-2610D	40468757
Active	COMPUTER W/19" LCD DISPLAY	\$950	22	2007	400562	GATEWAY	E-2610D	40468743
Active	COMPUTER W/19" LCD DISPLAY	\$950	23	2007	400564	GATEWAY	E-2610D	40468745
Active	COMPUTER W/22" LCD DISPLAY	\$1,086	24	2007	400603	GATEWAY	E-2610D	40468784
Active	COMPUTER W/19" LCD DISPLAY	\$950	25	2007	400587	GATEWAY	E-2610D	40468768
Active	Computer 8/2.93	\$686	27	2005	400164	Acer		53205793EK00
Active	Computer 8/2.93	\$686	28	2005	400134	Acer		53205670EK00
Active	Computer 8/2.93	\$686	29	2005	400139	Acer		5320547FEK00
Active	Computer 8/2.93	\$686	30	2005	400131	Acer		5320568DEK00
Active	Computer 8/2.93	\$686	31	2005	400132	Acer		53205665EK00
Active	Computer w/15"flat panel monitor	\$1,134	32	2004	400021	Dell	Pentium4 2.8	JVWJM51
Active	Computer w/ 16 Flat CRT	\$1,021	33	2003	400290	Dell	40 GB Gray	809CL31
Active	Computer w/ 16" monitor	\$965	34	2004	400047	Dell	Pentium4 2.8	G3N6M51
Active	Computer w/ 16 Flat CRT	\$1,021	35	2003	400286	Dell	40 GB Gray	DZ8CL31
Active	Computer w/ 16" monitor	\$965	36	2004	400035	Dell	Pentium4 2.8	C2N6M51
Active	Computer w/ 16" monitor	\$965	37	2004	400041	Dell	Pentium4 2.8	4HF5Q51
Active	Computer w/ 16 Flat CRT	\$1,021	38	2003	400275	Dell	40 GB Gray	4Y8CL31
Active	Computer w/ 16" monitor	\$965	39	2004	400042	Dell	Pentium4 2.8	C0N6M51
Active	Computer w/ 15" flat panel monitor	\$1,134	40	2004	400026	Dell	Pentium4 2.8	3LYDM51
Active	COMPUTER/OPTIPLEX	\$1,019	41	2001	400820	DELL	GX240	B050211
Active	COMPUTER/OPTIPLEX	\$1,019	42	2001	400811	DELL	GX240	5M40211
	COMPUTER/OPTIPLEX		43			Dell	GX620	5VT5Z91
Active	Computer w/ 16" montior	\$965	44	2004	400043	Dell	Pentium4 2.8	20N6M51
Active	Computer 8/2.93	\$686	45	2005	400147	Acer		532057658EK00
Active	Computer 8/2.93	\$686	46	2005	400165	Acer		53205836EK00

Retro-commissioning Progress Report

April 2012

One of the recommendations that came from the energy audit completed by Gengee, Inc., in 2010 was to retro-commission all HVAC equipment and controls. Gengee estimated that we could save approximately \$12,000 a year and that we could possibly receive an 81% return on our investment within the first year and a half. Harrell-Fish, Inc. (HFI) was awarded the job. They were on site for approximately two months completing the work. The following is a basic summary of their report.

All of the HVAC equipment was checked for proper operation, including chillers, cooling towers, boilers, and all three air handlers. The proper operation of our 132 V.A.V.'s was also verified and any needed repairs were either made or noted. At the start of the project, HFI found that 28 V.A.V. boxes were not operating to proper specifications. They were able to correct all but 9 boxes with no material cost to the library. The other 9 boxes will encumber some material cost with the average cost to repair them being \$200-\$250 each. All three of the air handlers worked properly with the exception of the CO2 sensors. When these sensors are functioning properly they monitor the amount of CO2 that is coming back from the building. If that level becomes too high they will open a damper that allows more fresh air to enter the system. As of now, our system is set to always bring in a certain amount of outdoor air to maintain proper CO2 levels. Unfortunately this set up forces us to condition unneeded outdoor air which in turn causes us to use extra energy unnecessarily. We have already begun the process to correct this problem by ordering new sensors and having them installed and programmed.

The chillers were found to be operating correctly. The controls were recalibrated and checked for accuracy which will allow the chillers to operate as efficiently as possible. Upon checking the cooling towers it was determined that the operating controls have outlived their lifespan of 15 yrs. They are causing us to lose efficiency from the electric motors. We decided to add variable frequency drives which will work in conjunction with the updated system controls to determine how much fan speed is needed based on building load. This keeps the fans from running at full speed when it is not needed thus saving energy (see attached report for est. savings).

Honeywell Control Systems

Variable Speed Drive Analysis Sheet

CLIENT : **MCPL**

Date : **4/6/2012**

Motor Size	40	HP	No Poles	4
Full Load Amps	46	Amps	Freq	60
Supply Voltage	460	Volts	RPM	1780

System **Towers**

Amps Drawn	40	Amps.	Suggested kW	27.408
kW Drawn	27.4	Kw	P Factor	86%

New Capacity With VFD

% Speed	% Hours	% Speed	% Hours	% Speed	% Hours
10%	0%	50%	10%	90%	30%
20%	0%	60%	20%	100%	0%
30%	0%	70%	20%		
40%	0%	80%	20%		

Running Costs

Average Cost **0.08** /Kwh Run Hrs **1,900** Hrs OK

Present	
Current Cost	4,164.80

With VFD	
Current Cost	1,855.00

Savings

With a max current draw of **50** Amps, an Variable Frequency Drive of **40** HP would have the capacity.

Cost of VFD **5,200.00**

Estimated Savings **2,309.80**

Payback Period **2.25** Years

Supplied by Josh D



MECHANICAL CONTRACTORS

2010 VERNAL PIKE □ P.O. BOX 1998

Bloomington, IN 47402-1998

Phone (812) 339-2579 □ FAX (812) 331-7235 □ E-Mail: HFI@HARRELL-FISH.COM

Monroe County Public Library
303 E. Kirkwood Ave.
Bloomington, IN 47408

HVAC Retro-commissioning Report

Submitted by:
Harrell-Fish Inc.
Feb. 23, 2012



MECHANICAL CONTRACTOR □ 24 HOUR SERVICE □ DESIGN/BUILD
STATE PLUMBING COMMISSION No. CP89100025
AN EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER



- 1) ACU 1 – Central station air handler serving a VAV system. Equipped with Chilled water cooling, mixed air dampers, steam humidification and variable frequency speed control on the supply fans.
 - a) Mixed air dampers – OK
 - b) Minimum air damper – OK
 - c) Chilled water valve – OK (see summary)
 - d) VFD and fans – OK
 - e) Humidifier valves
 - i) East valve – OK
 - ii) West valve – doesn't respond to signal, converter board suspect.
 - f) Return air temperature sensor – OK
 - g) Mixed air temperature sensor – OK
 - h) Discharge air temperature sensor – OK
 - i) Discharge air humidity sensor – OK
 - j) Discharge air static pressure sensors – both OK
 - k) Minimum air flow station – zeroed unit but couldn't get consistent readings.
 - l) Fan status indication – OK
 - m) Space humidity sensor – OK
 - n) Space CO2 sensors – Mostly errant, slated for replacement.

- 2) ACU 2 - Central station air handler serving a VAV system. Equipped with Chilled water cooling, mixed air dampers, steam humidification and variable frequency speed control on the supply fan.
 - a) Mixed air dampers – OK
 - b) Minimum air damper – OK
 - c) Chilled water valve – OK
 - d) VFD and fan – OK
 - e) Humidifier valve - OK
 - f) Return air temperature sensor – OK
 - g) Mixed air temperature sensor – OK
 - h) Discharge air temperature sensor – OK
 - i) Discharge air humidity sensor – OK
 - j) Discharge air static pressure sensor – OK
 - k) Minimum air flow station – zeroed unit but couldn't get consistent readings.
 - l) Fan status indication – OK
 - m) Space humidity sensor – OK
 - n) Space CO2 sensors – Mostly errant, slated for replacement.

- 3) ACU 3 - Central station air handler serving a VAV system. Equipped with Chilled water cooling, mixed air dampers, steam humidification and variable frequency speed control on the supply fan.
 - a) Mixed air dampers – OK
 - b) Minimum air damper – OK
 - c) Chilled water valve – OK
 - d) VFD and fan – OK
 - e) Humidifier valve - OK

- f) Return air temperature sensor – OK
 - g) Mixed air temperature sensor – OK
 - h) Discharge air temperature sensor – OK
 - i) Discharge air humidity sensor – OK
 - j) Discharge air static pressure sensors – both OK
 - k) Minimum air flow station – zeroed unit but couldn't get consistent readings.
 - l) Fan status indication – OK
 - m) Space humidity sensor – OK
 - n) Space CO2 sensors – Mostly errant, slated for replacement.
- 4) Chilled Water System – System consists of two water cooled chillers, two cooling towers, and primary and secondary chilled water pumps with variable speed control of secondary pumps.
- a) Cooling tower 1 bypass valve – OK
 - b) Chiller enable – both OK
 - c) Primary pump enable – both OK
 - d) Secondary pump enable – OK
 - e) Secondary pump VFD – OK
 - f) Tower water temperature sensors – four OK
 - g) Primary water temperature sensors – four OK
 - h) Chiller run status – both OK
 - i) Secondary water temperature sensors – both OK
 - j) Secondary water flow meter – OK
 - k) Secondary water pressure transmitter – OK
- 5) VAV boxes – Series, fan powered, pressure independent, variable air volume boxes with staged electric heat. Check-out sheets for individual boxes will be attached. A general list of parameters checked will be listed.
- a) Space temperature sensor
 - b) Space temperature setpoint
 - c) Discharge air temperature sensor
 - d) Damper open/close
 - e) Closed airflow reading
 - f) Maximum airflow setting achieved
 - g) Fan enable
 - h) Electric heat stages 1,2,3...
- 6) Miscellaneous Systems – These include remote lighting control, electric baseboard heat, building pressure control, and humidifier control.
- a) Lighting enable relays – all OK
 - b) Baseboard heat – all OK
 - c) Building static pressure sensors – all OK
 - d) Building pressure relief dampers – all OK
 - e) Humidifier enable – OK
 - f) Humidifier steam pressure sensor – OK

Summary of repairs, modifications, and existing faults by system.

1) ACU 1

- a) The discharge air temperature reset schedule was changed to raise the discharge air temperature in mild and cold weather. This was done to lessen the cold draft feeling in many of the rooms and to prevent over-cooling of spaces. These conditions existed because of leaking damper systems in the VAV boxes. The change in discharge temperature also helps to minimize electric reheat operation.
- b) The discharge air static pressure setpoint was lowered to decrease the leakage in the VAV dampers. Lowering the static setpoint also lowers the load demand on the fan and motor.
- c) While the chilled water valve operates fine, it is actually unhooked and fixed in an open position. This had been done to increase chilled water system flow, preventing the chillers from tripping on low pressure.
- d) The majority of the CO2 sensors are giving failed or inaccurate readings. These devices have outlived their lifespan of 10 years and are going to be replaced. The control logic concerning demand ventilation is going to be modified for the new sensors. It will exclude the airflow station in the new sequence.
- e) The airflow monitoring station on the minimum air damper doesn't appear to respond correctly even after zeroing the device. Again this unit has outlived its service life. If there is interest in replacing these, a device that measures the entire outside air intake of the air handler should be looked into.
- f) The west humidifier valve would not respond to its signal. The signal converter board that mounts in the actuator seems suspect. More troubleshooting needs to take place to verify this and correct the situation.
- g) The remaining sensors and systems on ACU 1 functioned correctly, checked out OK or zeroed properly, and provided service as expected.

2) ACU 2

- a) The discharge air temperature reset schedule was changed to raise the discharge air temperature in mild and cold weather. This was done to lessen the cold draft feeling in many of the rooms and to prevent over-cooling of spaces. These conditions existed because of leaking damper systems in the VAV boxes. The change in discharge temperature also helps to minimize electric reheat operation.
- b) The discharge air static pressure setpoint was lowered to decrease the leakage in the VAV dampers. Lowering the static setpoint also lowers the load demand on the fan and motor.
- c) The majority of the CO2 sensors are giving failed or inaccurate readings. These devices have outlived their lifespan of 10 years and are going to be replaced. The control logic concerning demand ventilation is going to be modified for the new sensors. It will exclude the airflow station in the new sequence.
- d) The airflow monitoring station on the minimum air damper doesn't appear to respond correctly even after zeroing the device. Again this unit has outlived its service life. If there is interest in replacing these, a device that measures the entire outside air intake of the air handler should be looked into.

- e) The remaining sensors and systems on ACU 2 functioned correctly, checked out OK or zeroed properly, and provided service as expected.
- 3) ACU 3
- a) The discharge air temperature reset schedule was changed to raise the discharge air temperature in mild and cold weather. This was done to lessen the cold draft feeling in many of the rooms and to prevent over-cooling of spaces. These conditions existed because of leaking damper systems in the VAV boxes. The change in discharge temperature also helps to minimize electric reheat operation.
 - b) The discharge air static pressure setpoint was lowered to decrease the leakage in the VAV dampers. Lowering the static setpoint also lowers the load demand on the fan and motor.
 - c) The majority of the CO2 sensors are giving failed or inaccurate readings. These devices have outlived their lifespan of 10 years and are going to be replaced. The control logic concerning demand ventilation is going to be modified for the new sensors. It will exclude the airflow station in the new sequence.
 - d) The airflow monitoring station on the minimum air damper doesn't appear to respond correctly even after zeroing the device. Again this unit has outlived its service life. If there is interest in replacing these, a device that measures the entire outside air intake of the air handler should be looked into.
 - e) The remaining sensors and systems on ACU 3 functioned correctly, checked out OK or zeroed properly, and provided service as expected.
- 4) Chilled Water System
- a) This system was operating correctly and the associated sensors were zeroed or checked for accuracy during the commissioning.
 - b) Of note, variable frequency drives are being added to the cooling tower fans. These will lower energy consumption, decrease wear on the pulley/belt system, and increase the level of electrical protection for the motors.
- 5) VAV boxes
- a) The following listed VAV boxes have problems that remain and need to be resolved. Originally there were 28 boxes that were found to have operating faults, but with "no material cost" repairs that list was narrowed to 10 devices.
 - b) VAV 13 – The fan fuse appears blown and the fan motor is possibly failed.
 - c) VAV 39 – The fan motor leads measure open to a resistance check indicating the fan motor is most likely failed.
 - d) VAV 72- The airflow probe on this unit is broken and the fan motor fuses are blown.
 - e) VAV 78 – This unit was not able to be checked as the incoming power terminals were burned and the wires burned off.
 - f) VAV 89 – The fan and heat stages 1 and 2 did not appear to operate on this unit.
 - g) VAV 90 – Heat stage 1 did not work.
 - h) VAV 95 – During remodel, return air for the unit was blocked from the space. Return grilles and through-wall vent need to be added.
 - i) VAV 96 – The unit did not give a valid airflow reading during checkout.

- j) VAV 102 – This unit did not give a valid flow reading.
- k) VAV 106 – Heat stages 3 and 4 on this unit did not operate.

Urban Libraries Council

LEADERSHIP BRIEF

FIVE LEADERSHIP ROLES FOR LIBRARY TRUSTEES

About this Leadership Brief Library boards of trustees carry out governing, policy, and planning activities to guide public libraries in communities throughout the country. In these turbulent times—when libraries face shrinking resources, demands for new technology services, and changing community expectations—trustees are much more than members of a traditional governing body. They are strategic leaders who serve as visionaries, community connectors, fundraisers, public voices, ambassadors, and persistent champions.

While library services are sometimes considered discretionary when it comes to allocating limited public funds, today's library is an essential community resource that strengthens economic vitality, improves literacy, supports workforce development, and bridges the digital divide. As community leaders who understand the dimensions of modern library services, trustees can be the voice that shifts the library's position among decision makers and funders from discretionary to *essential*.

This Leadership Brief describes the five critical roles elected and appointed trustees play in shaping the 21st-century library. These roles emphasize how trustees help define the public library's place in the community, ensure that the library stays connected to community needs and interests, and generate support for the library's long-term future.

The 21st-century Library Trustee

Trustees come to their volunteer community roles with a range of experiences and backgrounds. The decision to become involved with the library might be rooted in a long-time connection as a library user or might be an outgrowth of involvement in other community agendas. But the bottom line is a desire to ensure the long-term vitality of the public library in the community.

Library boards have fundamental governing responsibilities, usually established by local code or state law, which are intended to ensure that the library operates from a solid and trusted governance base.

TRUSTEE GOVERNING ROLES

- Hire and evaluate the library director
- Monitor and evaluate the overall effectiveness of the library
- Set library policies
- Review and adopt the annual budget
- Develop long-term library plans
- Advocate for the library
- Communicate regularly with the library director
- Conduct the affairs of the board at regularly scheduled meetings

Just as the 21st-century library is broadening its impact, expanding its reach and deepening its community connections, library trustees must follow suit, both as a collective governing body and as individuals with community influence. Often it is the trustees' work outside the library—the spontaneous connections in non-library settings, the passionate commitment to the library every day, the visible support for the library and its director,¹⁸ the willingness to

talk about the library regularly—that offers the greatest value and the most promising results.

In addition to the traditional governing responsibilities, five leadership roles that trustees carry out to support the 21st-century public library are

1. **Visionary**—crafting and supporting implementation of a long-term vision to strategically position the library throughout the community;
2. **Connector**—expanding the library's circle of influence in the community by building relationships and creating productive partnerships;
3. **Fundraiser**—advocating for the library's budget with financial decision makers and acting as a force for fundraising;
4. **Voice**—being a visible, consistent, reliable, determined, and loud voice for the library in the community;
5. **Team Player**—working together to strengthen the influence of the library board and ensure representative participation when board vacancies occur.

Library Trustee as Visionary

Working closely with the library director, trustees help craft and support implementation of a long-term vision that will strategically position the library throughout the community. A range of social, economic, environmental, and technological trends have influenced the services, direction, and vision for public libraries. A library's ability to anticipate and respond quickly to emerging trends will strengthen its position in the community and build sustained support.

Trustees help shape and implement the library's strategic vision by

- being familiar with and committed to long-term plans and strategies;
- paying attention to and sharing local trends with the board and staff to assess their potential impact on library services;
- supporting creative and visionary action plans recommended by the library director;
- listening to the community to connect emerging interests and needs with library services;
- talking about the library vision and strategic plan whenever and wherever possible to increase public awareness of the library's capacities, services, and long-term role as an essential—*not discretionary*—community asset;
- encouraging and supporting attention to both visionary planning and efficient day-to-day operations to ensure that the trustees and the library staff collectively keep an eye on the future.

TRUSTEE STRATEGIC ROLES

- Strategically positioning the library in the community
- Expanding the library's circle of influence in the community
- Advocating for the library's budget and acting as a force for fundraising
- Being a visible, consistent, reliable, determined, and loud voice for the library
- Working together to strengthen the influence of the library board

Library Trustee as Connector

Trustees help expand the library's circle of involvement and influence by serving as a bridge between the library and the community. Their broad knowledge of library services and capacities, combined with their deep professional and community connections, can bring new library users, supporters, and champions to the fold. Even more important, these connections will open doors and help the library director get to the tables where important community decisions are made.

Many community and government leaders have acknowledged that they did not recognize the library's potential to support major community initiatives until someone offered it as a resource. From supporting early literacy efforts to providing services to seniors—and everything in between—public libraries build their services and create their program agendas around the needs of the community.

Trustees help broaden the library's circle of influence by

- raising awareness of library services, capacities, plans, and place in the community;
- recognizing and promoting the public library as a resource that has expertise and capacity far beyond lending books;

- attending public meetings such as the city or county council to network with decision makers and learn about public priorities;
- recommending library leaders for positions on non-profit and government boards and commissions;
- creating partnerships with organizations that do not typically work with the library;
- identifying people who have community influence and who may be interested in library service and connections.

Positioning the library in the community is a constant challenge. When services were more traditional and competition more limited, the library's role in the community was simpler, clearer, and narrower. With library agendas and capacities that support larger community goals in education, public safety, economic development, the environment, and more, creating the connections that maximize potential and increase the library's value proposition requires systematic and strategic outreach.

Examples of community connections that help broaden the library's circle of influence include

- local elected officials—mayors, city council members, county executives, and county commissioners;
- school district leaders—superintendents of schools and boards of education chairs;
- key players in economic development;
- groups involved in workforce development/job services;
- health care providers;
- major regional employers;
- local media and communication experts to support library marketing efforts;
- philanthropic leaders;
- key business leaders such as bankers, financial and investment planners, and retail owners.

To be effective in this outreach role, library trustees need resources that support their work—practical information sheets that highlight what makes today’s library different, easy-to-remember messages that summarize the library’s desired role in the community, talking points that highlight current priorities and challenges, and business cards that identify the individual’s connection to the library and highlight library strategies. While seasoned library trustees are generally well-versed in themes and messages, staff can facilitate their effectiveness in diverse settings by providing simple tools and resources.

CHARACTERISTICS OF LIBRARY TRUSTEES

- Connected
- Committed
- Supportive
- Apolitical
- Passionate
- Willing to show up
- Dedicated
- Open-minded
- Curious
- Interested in community issues
- Visible

Library Trustee as Fundraiser

During tough economic times, the trustee role as financial advocate becomes paramount. Regardless of the library’s financial structure or sources of funding, trustees must be financial champions who can articulate the library’s value proposition clearly and confidently. With public budgets tighter than ever, private funding secured through library foundations is becoming essential to sustain library operations.

The network of supporters and community connections that trustees help build provides the foundation for

fundraising. Keys to success as a library financial champion include

- understanding and being able to explain the library’s financial structure; including sources of income and the status of those sources;
- being able to articulate the library’s value to the community;
- knowing what the current financial needs are;
- developing a clear outreach strategy that identifies the best contacts based on their financial capacity and their connection to the library;
- having a specific, well-defined, and well-supported “ask” for each potential funder.

It is important to separate the relationship building and fundraising processes so that it doesn’t appear that all relationships center around seeking financial support. The first contact should not be an “ask” for a donation. However, successful relationship-building processes that bring key stakeholders closer to the library will contribute to successful fundraising efforts.

Library Trustee as Voice

In an increasingly noisy and competitive market, the library voice must be louder. And library trustees can and should play a major role in that work by finding, defining, and exercising their individual and collective voices on behalf of the public library.

Trustees help raise the library’s profile by being a visible, consistent, reliable, determined, and amplified voice for the library in the community. The broad role libraries play in the community and the remarkable range of services provided are becoming better known. However, some library directors admit that marketing, branding and telling the library story can be difficult, therefore it is essential to have strong trustee voices to share the powerful story of the library.

Some trustees have acknowledged that their role and the work they do is often not visible outside the library. In an effort to meet this challenge, the library can include goals in its strategic plan in which the board’s impact can be broadened, their profile raised, and their voice defined.

Specific ways trustees can use their voice include

- talking about the library often and in diverse settings—rather than just in library-related meetings;
- supporting library marketing and branding, including allocating budget funds to marketing and participating personally in marketing work;
- identifying specific library services or capacities that will resonate with particular constituencies and connections and sharing that information;
- wearing a library hat at all times, not just when doing library business;
- being identified throughout the community as someone who is connected to, knowledgeable about, and dedicated to supporting the public library.

Library Trustee as Team Player

Trustees are both individuals with a commitment to the library’s success and members of a governing board. It is important to give equal attention to both roles. As members of a governing board, trustees work together—in partnership with the library staff—to ensure effective operations, monitor finances, assess user input, and develop a shared vision for the library’s future. As individuals, trustees leverage their personal and professional interests and connections to raise the library’s profile in the community and support the shared library vision.

Continued on page 4

Library Trustee as Team Player

(continued)

Connecting the group and individual roles will increase the board's influence and credibility. For example, systematically cataloguing individual connections, developing coordinated outreach plans, sharing successful outreach and fundraising techniques, and monitoring results will broaden the impact of efforts to increase the library's circle of influence.

Because of the importance of the trustee's external role, ensuring that the board represents all sectors of the community will increase its credibility and influence. And board members can play an important role in identifying people to fill vacancies on the board to provide the best balance.

Trustees carry out their team member roles by

- participating in all board activities;
- communicating openly to build strong relationships with other board members and library staff;
- supporting team-building efforts to increase board effectiveness;
- participating enthusiastically in training and professional development opportunities designed to enhance trustee effectiveness;
- speaking and presenting regularly on behalf of the board as a collective community resource;
- working in partnership with other trustees on outreach and fundraising when multiple contacts will increase the likelihood of success;
- identifying with the board as a team.

SERVING THE LIBRARY WELL

- Know the library
- Bring new people to the table
- Be there
- Open doors

Strengthening the 21st-century Library

Trustees are essential to long-term library success. Their ability to connect with the community, work closely with the staff, and help raise funds to provide financial stability all contribute to stronger, more successful public libraries.

As with any volunteer commitment, serving on a library board of trustees is time consuming, demanding, and seemingly thankless. But the thanks comes from seeing the increasingly vital role that libraries play in communities

throughout North America. From the smile on a child's face when he or she first discovers the magic of the public library, to the intense focus of job seekers using public library Internet access to submit applications, to the relief of new immigrants who rely on the library to guide them in a strange new home, supporting successful public libraries provides incredible rewards.



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Cleveland Public Library (OH)	Johnson County Library (KS)	East Baton Rouge Parish Library (LA)
New Haven Public Library (CT)	Carnegie Library Of Pittsburgh (PA)	Chattahoochee Valley Libraries (GA)
San Antonio Public Library (TX)	Cuyahoga County Library (OH)	Ottawa Public Library (ON)
Santa Clara County Library (CA)	New York Public Library (NY)	Jefferson County Library (CO)
Detroit Public Library (MI)	Toronto Public Library (ON)	

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About ULC The Urban Libraries Council (ULC) has worked to strengthen public libraries as an essential part of urban life since 1971. As a member organization of North America's leading public library systems, ULC serves as a forum for research widely recognized and used by public and private sector leaders. Its members are thought leaders dedicated to leadership, innovation and the continuous transformation of libraries to meet community needs. As ULC celebrates its forty year anniversary, its work focuses on assisting public libraries to identify and utilize skills and strategies that match the challenges of the 21st Century.

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