

# LAKELAND LIBRARY COOPERATIVE BOARD MONTHLY MEETING

Thursday, September 9th, 2021  
9:30 a.m.

*Advisory Council will meet immediately following the Board meeting.*

Kent District Library Service Center  
(Large Meeting Room)  
814 W River Center NE  
Comstock Park, MI 49321

## AGENDA

- 1) **CALL TO ORDER AND ROLL CALL**
  - a) Introduce New Members
- 2) **APPROVAL OF AGENDA** (m)
- 3) **QUESTIONS FROM MEMBERS & BOARD PRESIDENT/COOPERATIVE DIRECTOR ANSWERS**
- 4) **PUBLIC COMMENTS**
- 5) **APPROVAL OF MINUTES**
  - a) August 12, 2021 Board Minutes (m) PAGES 2-3
- 6) **FINANCIAL REPORT**
  - a) August Financials (m) PAGES 4-6
  - b) Monthly Check Register (m) PAGE 7-8
- 7) **PRESIDENT'S REPORT** (i)
- 8) **COOPERATIVE DIRECTOR'S REPORT** (i) PAGES 9-27
- 9) **COUNCIL/COMMITTEE REPORTS** (i)
  - a) Personnel Committee Draft Minutes (i) PAGE 28
- 10) **NEW BUSINESS**
  - a) FY Operating Budget Amendment #4 (m) PAGE 29
  - b) 2021-2022 Meeting Dates (m) PAGE 30
  - c) 2021-2022 Healthcare Resolution (m) PAGE 31
  - d) Employment Handbook 2021 (m) PAGES 32-84
- 11) **PUBLIC COMMENTS**
- 12) **BOARD MEMBER COMMENTS**
- 13) **NEXT MEETING** –Thursday, October 14, 2021, 9:30 a.m. KDL or TBD
- 14) **ADJOURNMENT** (m)

**LAKELAND LIBRARY COOPERATIVE  
BOARD MINUTES – Unofficial  
Thursday, August 12, 2021, at 9:30 a.m.  
Kent District Library Service Center and ZOOM**

Present: Dale Parus, Peggy Hemerling, Karen McKinnon, Diane Kooiker, Maggie McKeithan, Lance Werner, Shirley Bruursema, John McNaughton, Kelly Richards

Staff Present: Carol Dawe and Sheryl VanderWagen

Absent: None

- 1) **CALL TO ORDER AND ROLL CALL:** The meeting was called to order at 9:35 a.m. by Dale Parus. There were 31 additional participants.
  - a) Introduction of new members: Deanna Riggleman is the new director at Tamarack District Library.
- 2) **APPROVAL OF AGENDA:** Lance Werner moved, supported by John McNaughton, to approve the agenda as presented - *motion carried*.
- 3) **QUESTIONS FROM MEMBERS:** Carol Dawe reported that she had a question regarding the budget and Bibliocore costs for Herrick District Library. She will meet with Diane.
- 4) **PUBLIC COMMENTS:** No public comment
- 5) **APPROVAL OF MINUTES:** Lance Werner moved, supported by John McNaughton, to approve the board minutes from July 8, 2021, as presented – *motion carried*.
- 6) **FINANCIAL REPORT:**
  - a) July Financials and Check Register: Motion by Lance Werner, supported by Shirley Bruursema to approve the July Financials and Check Register – *motion carried*.
- 7) **PRESIDENT’S REPORT:** No report.
- 8) **COOPERATIVE DIRECTOR’S REPORT:** Carol Dawe had nothing to add to her written report. She spoke about the ARPA grant progress. The legislature is not expected to act on the funding until September, but it is still looking good for an October 1 start. She also mentioned that all new directors in Lakeland have been assigned a mentor and she encouraged both mentors and mentees to connect with each other. The Personnel Committee will have a meeting scheduled in the next couple of weeks.
- 9) **COUNCIL/COMMITTEE REPORTS**
  - a) Advisory Council May 13, 2021, Official Minutes – were presented for information.
- 10) **NEW BUSINESS:**
  - a) 2021-2022 Budget discussion and vote – Shirley Bruursema asked about the truck expense. Carol noted that this is a placeholder in the budget since the bids for two new trucks are not in at this time. The plan under consideration is to keep one of the current trucks as a backup instead of using rentals. She also noted currently there is a truck shortage in the market so there isn’t a timeframe for replacement. Motion by Lance Werner, supported by John McNaughton to approve the 2021-2022 FY Budget as presented - *motion carried*.
  - b) Policy recommendation initiative – This came up as several members asked for assistance with a collection development policy model. Carol suggested that Lakeland could be a repository of sample/vetted/approved policies for the membership when they need assistance with updating or creating their local policies. Another example is the ALA Library Bill of Rights which could be adopted as a Lakeland Library Bill of Rights to assist and support local libraries who want to adopt their own policies. This can give members the support they need from the larger organization when that becomes necessary. Motion by Lance Werner, supported by Kelly Richards that Lakeland provide a repository for library policy samples that member libraries can use to formulate their own local policies - *motion carried*.  
It was also noted that the latest edition of the Library of Michigan Trustee Handbook has a good section on policies and is posted to the Library of Michigan website.

11) **PUBLIC COMMENTS:** Heather Wood-Gramza announced that Howard Miller Public Library will be the first library in the world to have a Toverfel (Dutch for Magic Table) that is used with adults with cognitive differences.

12) **BOARD MEMBER COMMENTS:**

Kelly Richards reported that MADL has received their new bookmobile and it will be going out later this month. One of their patrons from the Muskegon Heights branch library won the Maranda Summer Reading Program grand prize. They had a celebration at the branch, you can view the video on the MADL and Maranda Facebook pages. The Egleston Branch is currently closed for renovations. They will re-open later this month.

Karen McKinnon reported that they are doing a donation drive for furniture in the library addition. Donations are coming in.

Lance Werner reported that KDL has asked everyone to mask up with masks highly recommended for both staff and patrons. Lance was recognized by the Grand Rapids Business Journal as one of the 200 most powerful CEOs in the area. He noted the recognition is more than personal and validates what all libraries do for their communities.

John McNaughton reported that their new bookmobile arrived. They had been using a temporary vehicle to provide the service. Grand Rapids Public Library staff member, Jessica Bratt has published a children's book that is now available, [Let's Talk About Race](#).

Diane Kooiker reported the social worker they have hired through the Community Action House in Holland has been on the job for a month. They are very pleased with the results so far.

Shirley Bruursema reported that she assisted in another successful millage campaign making for a total of 133 wins.

Maggie McKeithan reported the Spring Lake District Library has also asked staff and patrons to mask up. The Spring Lake Book Bike is a regular at the local farmers market every week.

Peggy Hemerling reported that Hastings Public Library recently celebrated the library's 125<sup>th</sup> Anniversary with a community party. They gave out cookies and ice cream and had a very successful foam party attended by 190 people.

Dale Parus reported that Ionia Community Library will have a millage election on November 2 for their new library.

13) **NEXT MEETING:** Thursday, September 8, 2021, at 9:30 a.m. at Kent District Library Service Center.

14) **ADJOURNMENT:** Lance Werner moved to adjourn at 10:21 a.m. - *motion carried*.

Respectfully submitted by,  
Sheryl VanderWagen

**Lakeland Library Cooperative**  
**Funds Balance Sheet**  
**As of August 31, 2021**

	<u>Operating</u>	<u>Pass Through</u>	<u>Capital &amp; Growth</u>	<u>TOTAL</u>
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
1000 · Checking Accounts	204,044	72,184	20,091	296,319
1010 · Savings Accounts	577,826	0	75,998	653,823
1025 · CDs	150,000	0	0	150,000
1040 · eCommerce - Checking	0	5,250	0	5,250
<b>Total Checking/Savings</b>	<u>931,869</u>	<u>77,434</u>	<u>96,088</u>	<u>1,105,392</u>
Accounts Receivable	7,190	680	0	7,869
Other Current Assets	49,503	0	0	49,503
<b>Total Current Assets</b>	<u>988,562</u>	<u>78,114</u>	<u>96,088</u>	<u>1,162,764</u>
Fixed Assets	273,727	0	0	273,727
Due From/(To)	65,462	(65,462)	0	0
<b>TOTAL ASSETS</b>	<u><u>1,327,750</u></u>	<u><u>12,652</u></u>	<u><u>96,088</u></u>	<u><u>1,436,491</u></u>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Credit Cards	(248)	0	0	(248)
<b>Other Current Liabilities</b>				
2120 · Payroll Liabilities	3,170	0	0	3,170
2200 · Benefit Liabilities	5,075	0	0	5,075
<b>Total Other Current Liabilities</b>	<u>8,245</u>	<u>0</u>	<u>0</u>	<u>8,245</u>
<b>Total Current Liabilities</b>	<u>7,997</u>	<u>0</u>	<u>0</u>	<u>7,997</u>
<b>Total Liabilities</b>	7,997	0	0	7,997
<b>Equity</b>				
3002 · Property	273,727	0	0	273,727
3700 · Nonspendable Funds	65,317	0	0	65,317
3800 · Fund Balance - Committed	85,221	0	0	85,221
3900 · Unassigned Funds	749,501	0	85,401	834,902
Net Income	145,988	12,652	10,688	169,328
<b>Total Equity</b>	<u>1,319,754</u>	<u>12,652</u>	<u>96,088</u>	<u>1,428,494</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>1,327,750</u></u>	<u><u>12,652</u></u>	<u><u>96,088</u></u>	<u><u>1,436,491</u></u>

**Lakeland Library Cooperative**  
**Budget vs. Actual by Fund**  
 October 2020 through August 2021

	Operating			
	Aug	YTD	Budget	%
<b>Income</b>				
4000 · Administration & IT Revenue	0	237,996	237,985	100.0%
4010 · Cataloging Revenue	0	161,419	161,414	100.0%
4020 · Delivery Revenue	0	75,107	75,114	100.0%
4030 · ILS Revenue	0	264,511	264,512	100.0%
4040 · State Aid Revenue	282,965	561,185	560,900	100.1%
4050 · Miscellaneous Revenue	0	4,832	2,700	179.0%
<b>Total Income</b>	<b>282,965</b>	<b>1,305,050</b>	<b>1,302,625</b>	<b>100.2%</b>
<b>Expense</b>				
6000 · Salaries & Wages	73,778	619,401	715,300	86.6%
6010 · Benefits	8,048	101,137	113,030	89.5%
6050 · Liability Insurance	0	14,441	15,900	90.8%
6100 · Cataloging Services	0	50,429	54,000	93.4%
6300 · ILS Services	494	247,915	247,200	100.3%
6400 · IT Equipment & Services	591	23,562	30,000	78.5%
6800 · Professional Services	0	18,031	18,500	97.5%
6850 · RIDES	0	7,384	7,275	101.5%
6900 · Building/Grounds	3,698	31,140	40,700	76.5%
7100 · Transportation	994	39,144	41,025	95.4%
7400 · Mileage	32	155	2,025	7.7%
7500 · Professional Development	0	3,757	13,670	27.5%
7600 · Supplies	210	2,567	4,000	64.2%
<b>Total Expense</b>	<b>87,844</b>	<b>1,159,062</b>	<b>1,302,625</b>	<b>89.0%</b>
<b>Net Ordinary Income</b>	<b>195,120</b>	<b>145,988</b>	<b>0</b>	<b>100.0%</b>
<b>Other Income</b>				
9500 · FB Transfers for Fiscal Year	0	0	0	0.0%
<b>Total Other Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Net Income</b>	<b>195,120</b>	<b>145,988</b>	<b>0</b>	<b>100.0%</b>

**Lakeland Library Cooperative**  
**Budget vs. Actual by Fund**  
 October 2020 through August 2021

	Pass Through				Capital & Growth			
	Aug	YTD	Budget	%	Aug	YTD	Budget	%
<b>Income</b>								
<b>4700 · Pass Through Revenue</b>								
4710 · Ecommerce Fines	0	20,827	40,000	52.07%	0	0	0	0.0%
4720 · Group Purchases	0	60,947	56,000	108.83%	0	0	0	0.0%
4730 · Group Services	0	76,855	116,900	65.74%	0	0	0	0.0%
4740 · ILS Add-on Services	0	27,752	30,000	92.51%	0	0	0	0.0%
4750 · IT Services	243	407	350	116.26%	0	0	0	0.0%
4760 · Library Supplies	0	9,226	6,600	139.78%	0	0	0	0.0%
4790 · Miscellaneous Pass Through	0	2,997	250	1,198.74%	0	0	0	0.0%
<b>Total 4700 · Pass Through Revenue</b>	<b>243</b>	<b>199,010</b>	<b>250,100</b>	<b>79.57%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Total Income</b>	<b>243</b>	<b>199,010</b>	<b>250,100</b>	<b>79.57%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Expense</b>								
<b>7800 · Pass Through Expenses</b>								
7810 · Quarterly Fines	0	15,577	40,000	38.94%	0	0	0	0.0%
7820 · Group Collections	4,386	54,791	56,000	97.84%	0	0	0	0.0%
7830 · Group Subscriptions	1,000	75,596	116,900	64.67%	0	0	0	0.0%
7840 · ILS Add-On Expense	0	27,752	30,000	92.51%	0	0	0	0.0%
7850 · IT Services Expense	200	420	350	119.97%	0	0	0	0.0%
7860 · Library Supply Expense	0	9,226	6,600	139.78%	0	0	0	0.0%
7890 · Other Pass Through Expense	0	2,997	250	1,198.74%	0	0	0	0.0%
<b>Total 7800 · Pass Through Expenses</b>	<b>5,586</b>	<b>186,358</b>	<b>250,100</b>	<b>74.51%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>9900 · Capital Outlay</b>								
990.337 · Building/Grounds Improvements	0	0	0	0.0%	0	0	7,500	0.0%
990.710 · Technology Upgrades/Purchases	0	0	0	0.0%	0	89,313	92,500	96.55%
<b>Total 9900 · Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>89,313</b>	<b>100,000</b>	<b>89.31%</b>
<b>Total Expense</b>	<b>5,586</b>	<b>186,358</b>	<b>250,100</b>	<b>74.51%</b>	<b>0</b>	<b>89,313</b>	<b>100,000</b>	<b>89.31%</b>
<b>Net Ordinary Income</b>	<b>(5,343)</b>	<b>12,652</b>	<b>0</b>	<b>100.0%</b>	<b>0</b>	<b>(89,313)</b>	<b>(100,000)</b>	<b>89.31%</b>
<b>Other Income</b>								
9500 · FB Transfers for Fiscal Year	0	0	0	0.0%	0	100,000	100,000	100.0%
<b>Total Other Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100.0%</b>
<b>Net Income</b>	<b>(5,343)</b>	<b>12,652</b>	<b>0</b>	<b>100.0%</b>	<b>0</b>	<b>10,688</b>	<b>0</b>	<b>100.0%</b>

**Lakeland Library Cooperative**  
**Monthly Check Register**  
As of August 31, 2021

Date	Name	Memo	Account	Amount
<b>1001.1 - Checking - Operating</b>				
08/03/2021	Payroll		-SPLIT-	15,676.86
08/03/2021	941 Form - IRS		-SPLIT-	5,423.64
08/03/2021	ICMA 457		Payroll Liabilities	20.00
08/03/2021	MERS 401/457		-SPLIT-	1,021.23
08/03/2021	Standard Insurance - Agility	Dental andVision Insurance	Benefits	326.36
08/11/2021	Muskegon Area District Library	Overpayment refund	Accounts Receivable	259.55
08/11/2021	Backstage Library Works	Authority Control	Authority Control	1,814.40
08/11/2021	Fuel Management System		Vehicle Fuel	996.03
08/12/2021	Cintas		Floor Mats	81.59
08/12/2021	Comcast	Data lines	IT Operations	504.05
08/12/2021	Consumers Energy		Utilities	588.13
08/12/2021	DTE Energy		Utilities	50.01
08/12/2021	DTE Energy		Utilities	40.46
08/12/2021	Granger		Trash Removal	109.24
08/12/2021	Mitel		Telephones	449.44
08/13/2021	MERS	Defined Benefits	-SPLIT-	3,268.97
08/13/2021	State of Michigan--Vendor		Payroll Liabilities	1,653.46
08/17/2021	Payroll		-SPLIT-	15,581.53
08/17/2021	ICMA 457		Payroll Liabilities	20.00
08/17/2021	MERS 401/457		-SPLIT-	1,021.23
08/17/2021	941 Form - IRS		-SPLIT-	5,384.72
08/25/2021	Ace Mobile Wash	Truck maintenance	Vehicle Repairs/Maintenance	50.00
08/25/2021	Allied Universal	Replaced security keypads	Building Repairs/Maintenance	1,995.76
08/25/2021	Fuel Management System		Vehicle Fuel	943.77
08/25/2021	Penske Truck Leasing Co.		Vehicle Lease	860.92
08/25/2021	Priority Health	Health Insurance	Benefits	5,963.46
08/25/2021	Seaman's Air Conditioning/Refrigeratic A/C repairs		Building Repairs/Maintenance	422.04
08/26/2021	Aflac		Payroll Liabilities	792.78
08/26/2021	AT&T	Itiva and Fax	-SPLIT-	564.59
08/26/2021	First National Bank	Supplies, IT Operations, Fees	-SPLIT-	452.35
08/26/2021	Standard Insurance - MERS group	LTD/Life Insurance	Benefits	248.49
08/27/2021	Grand Rapids Income Tax Dept.		Payroll Liabilities	145.40
08/27/2021	Walker City Treasurer		Payroll Liabilities	204.88
08/31/2021	Payroll		-SPLIT-	15,985.69
08/31/2021	ICMA 457		Payroll Liabilities	20.00
08/31/2021	MERS 401/457		-SPLIT-	1,121.23
08/31/2021	941 Form - IRS		-SPLIT-	5,529.94
08/31/2021	VanderWagen, Sheryl -Vendor	Mileage and Supplies	-SPLIT-	35.15
Total 1001.1 - Checking - Operating				89,627.35
<b>1001.2 - Checking - Pass Thru</b>				
08/11/2021	Innovative Interfaces, Inc.	MARC-Audio & Ebooks	-SPLIT-	290.70
08/12/2021	OverDrive	Service plan	Group Subscriptions	1,000.00
08/26/2021	First National Bank	Domain renewals	IT Services	242.94

**Lakeland Library Cooperative**  
**Monthly Check Register**  
As of August 31, 2021

<b>Date</b>	<b>Name</b>	<b>Memo</b>	<b>Account</b>	<b>Amount</b>
08/26/2021	OverDrive	Audio and Ebooks	-SPLIT-	4,385.81
			Total 1001.2 · Checking - Pass Thru	5,919.45
<b>1001.3 · Checking - Capital</b>				
			Total 1001.3 · Checking - Capital	0.00
			<b>TOTALS</b>	<b>95,546.80</b>



**LAKELAND LIBRARY COOPERATIVE  
COOPERATIVE DIRECTOR'S REPORT  
September 9, 2021**

Breath. That's what I have been telling myself. I'm approaching 60 and I just want to continue to breath and give myself permission to just be me. Why is this such a challenge? Maybe when I turn 60 it will all be clear. If that's the case, I'll report back to you all. For those of you who have more trips around the sun, your insight would be most appreciated. I am trying to slow down and live in the moment but this year and 1/2 has made that a real challenge. As I reflect back on this whirlwind of a fiscal year, I am pleased at our progress and hope that we can accomplish much more as the Covid-19 Crisis becomes less of a strain on all of us. At least we can hope that is the case. Thank you all for your diligence, patience, fortitude and support in this our 2<sup>nd</sup> year of a pandemic.

Some agenda and other items to note:

The 2021 Employment Handbook is complete and has been reviewed by the Personnel Committee and ready for Board Review. I have included a 4-page summary that should provide insight into changes, additions and deletions. Please read the summary!

The annual meeting dates document, health care resolution and budget amendments are also included in the packet, so that October's board meeting isn't as daunting as in year's past.

Also attached to this report are two new job descriptions and an inaugural salary schedule that were reviewed by personnel and we had a good discussion about moving forward internally with these documents. Every time there is a staff vacancy, I reassess. I am pleased with the idea of two part-time digital services specialists (no more than 12-hours per week, each). One will focus on digital content and such as Overdrive, Hoopla, Ancestry, and Mel Databases, etc. This person will provide information to all of you in terms of updates, new features etc. The 2<sup>nd</sup> person will focus on social media, our newsletter and other patron and staff tutorials for Bibliocore, Capria etc. It will be exciting to see how this moves forward. This will free Sheryl and me up quite a bit. The 2<sup>nd</sup> job description is an update to an existing position. The Salary ranges simply give us an idea of where we are, where we want to be and keep up both competitive and budget-conscious at the same time. These schedules/ranges are simply guideposts and can be reviewed annually.

I visited with the Newaygo County Library Directors in person and had one on one visits/Zooms with Henika, Sparta, I hope to visit all of you in the next year and if you meet as a county, that is a great opportunity for an exchange of ideas and honest and open discussion. Please invite me! To that end, Thom set up distribution lists by county so it's easy for all of you to communicate as well.

The Advisory Council officers are looking for volunteers to lead that group. Please don't be shy and get involved!!! Contact the chair of the nominating committee, Heather Wood-Gramza at [hwood-gramza@cityofzeeland.com](mailto:hwood-gramza@cityofzeeland.com).

The Continuing Ed Committee will be offering a De-escalation program with Tiffany Russell in September with a follow up Q and A session in early October. Stay tuned for details and registration information. It will be recorded so that all staff can watch it!

I am ending my tenure as secretary of the Michigan Cooperative Director's Association. I don't know if I will be an officer again but I do hope this group continues to grow and expand their services to all of you, our member libraries.

The ARPA Grants are in limbo until the Michigan State Legislature approves the supplemental budgets. We have been told by LM that it could take a month after the vote is taken to get everything up and ready. We will let you know as soon as we know when the grants have been awarded. Janet, Terry and I are preparing as much as we can in advance.

I am working on the Bylaws and Plan of Service update. This is the last thing on my to-do list for this FY and I am hopeful to have a draft for a special committee in October. It isn't for lack of trying but this is a complicated process and should be done carefully and with full consideration of the membership.

At next month's Advisory meeting, and in the board report, we will talk about goals for next year and give a rec-cap of our accomplishment for this year. As you can see below, your Lakeland team continues to work for you!

One more item of note, I have also enclosed a fascinating article from "The New Yorker" on Overdrive and the world of E-books. Happy reading.

### **Other Reports:**

#### **Delivery & Facility Manager - Terry Cross**

Terry is on vacation and the Delivery Department is running smoothly as always. Please let us know if you have any questions or concerns.

#### **Finance & HR Assistant - Janet Cornell**

Reconciliation of budget line-item accounts have been made considering the final year end spending for September. A budget amendment has been added to the agenda to account for the final adjustments. The amendment also includes adjustments within budget line items between departments. Last year's audit mentioned two line-items that were over within the departments, even though the overall budget line item was under. I have paid closer attention to the department budgets this year and have included those adjustments in this amendment as well.

I have created the new company files in QuickBooks to account for the separate funds under the state uniform chart of accounts compliance. There is still quite a bit of set-up work to do this month to prepare for the October 1st start. Some of the September transactions will need to be entered into both the new and old company files to account for carryover in payroll, accounts receivables, accounts payables, and bank reconciliations. Other adjustments between the funds will be made at fiscal year-end to separate the files. I have been in contact with the auditor to help facilitate this change.

We finally received our final state aid payment in early August. This helps close out the financial records for this year and frees up available cash flow funds to use as needed in the new fiscal year.

#### **IT Manager - Thom Riley**

There were no major disruptions to Lakeland services and all services continue to run well. In July during a Consumers Power scheduled area wide outage, we experienced an issue with our generators transfer switch where it did not automatically transfer from utility to standby correctly. Preparations were put in place before the scheduled time to address any issues. These were briefly utilized (no pun intended), and the generator was started, and a manual transfer of power

was done. Wolverine was out and to check and resolved the root cause the following day. This was tested and worked correctly upon another scheduled Consumers Power outage in August.

Monthly and fiscal year end reports created and posted to the reports site. Please take a moment to look at what is available and ask for anything additional you may find helpful. If you have a need, others may as well. This could include reports you run regularly internally. With our automation processes in place for most reporting, we may be able to efficiently provide additional resources for you.

Several website page organization and information updates were completed. I'm requesting that members check the directory pages for their location and submit changes. I have updated several so far. I'll follow this request up in email.

Work on replacing our current website has continued with good progress. Thank you for those members that sent in images and logos for your locations. If you have not as yet, please send me what you have and we can work from there. I will be using the logo images for an additional project, Patron Point, so this is important.

We have worked on a Lakeland Proxy server regarding authentication and passthrough services our members have subscribed to. We are working to configure a last vendor HDL uses and we will then start moving members to this system individually, testing as we do so. This new service will replace the current authentication site, [eservices.lcoop.net](http://eservices.lcoop.net), that we created when the pandemic started to address Ancestry remote access.

I have begun some onsite visits with members, especially those with new Directors. If you would like me to stop out let me know and we will get it on the schedule. I made a visit to Fruitport to assist in troubleshooting a connectivity issue. While there I installed the Sierra offline client and worked with staff on its use. We manually processed several days' worth of transactions to get caught up. Nick from Heimler Consulting arrived onsite to continue troubleshooting and ultimately was able to get the circuit vendor's provisioning corrected.

We have met and have started working on the new service Patron Point. We have begun configuring access for this new service.

The Sierra upgrade went well. For members that had consistent issues with jar errors in the past, we implanted a configuration change to mitigate this. It entails a manual configuration change on the individual Sierra installations on staff PCs. After the Sierra upgrade, we worked directly with members to remotely update these Sierra installs. This went smoothly and we appreciate all the help we receive each time we go through an upgrade.

See Sheryl's report for additional work done on Bibliocommons and Capira topics.

July help desk tickets created - 138. Tickets resolved – 140.

August help desk tickets created - 168. Tickets resolved – 161.

*\*Tickets can span several days/weeks depending upon the issue/project.*

Tech tidbit:

In a long past September, 40 years ago to be more precise in 1981, DARPA published the finalized specs on the TCP/IP protocol. What is this you ask? It is the basic set of rules for how the internet works today. This was a huge milestone in technology and opened the world up like no other technology. This new technology replaced ARPANET that came online in 1969, which was a network technology that was developed between the DOD and several universities, linked

government and universities together in a very limited capacity. Several individual companies including IBM, DEC, AT&T and Xerox were creating and using proprietary tech at this time but it was incompatible with all the different systems, networks in the world. The TCP/IP protocol suite is the huge milestone it is due to it being non-proprietary, royalty free, and open architecture allowing computers of any kind to communicate across any network medium if the TCP/IP suite was used on the systems. Hello Internet. You've gone through many growing pains but look at what you've become so far.

### **Cataloging Services Manager - Jeff Lezman**

#### August 2021 activities

In August, Cataloging Department staff continued to work from home as outlined in the Lakeland COVID-19 Preparedness and Reopening Plan.

August e-mail & telephone consulting contacts: 46

In August, we added 655 Hoopla records and 294 Overdrive records to the database.

#### July 2021 Statistics

These statistics for July 2021 show a decrease in the number of cataloging requests we received, and a slight decrease in the number of records cataloged compared to last year. However, both the number of requests and the number of records cataloged year-to-date have increased compared to 2020.

The number of cataloging requests received in July was down by 15% compared to July 2020. The number of requests received that were already in the database increased by 146%. The number of records copy-cataloged in July was down 17 compared to July 2020, while the number of original records cataloged was up by 119%. The total number of records cataloged was down by 20% compared to July 2020.

<b>Cataloging</b>	<b>July 2021</b>	<b>YTD</b>	<b>July 2020</b>	<b>YTD</b>	<b>Monthly %</b>	<b>YTD PCT</b>
Requests Received	<b>2009</b>	<b>19284</b>	2358	14273	-15%	35%
Requests already in database	<b>69</b>	<b>641</b>	28	471	146%	36%
Requests to be cataloged	<b>1940</b>	<b>18643</b>	2330	13802	-17%	35%
Copy Cataloging	<b>1337</b>	<b>15746</b>	1845	12052	-28%	31%
Original Cataloging	<b>230</b>	<b>1678</b>	105	1651	119%	2%
Total Cataloged	<b>1567</b>	<b>17424</b>	1950	13703	-20%	27%

## ILS Manager - Sheryl VanderWagen

**RIDES statistics:** We received 118 totes in July 2021, up 68 totes from 2020. We sent out 108 totes in July 2021, up 83 totes from June 2020. RIDES resumed deliveries in June 2020 after the COVID shutdown that occurred March-May 2020. MelCat requesting resumed in August 2020.

**Sierra v5.3 and Encore v5.3:** The updates went smoothly. Please report all issues to [tech-help@llcoop.org](mailto:tech-help@llcoop.org) with specific descriptions and examples. If your workstations have the BLUE Sierra icon and you have not yet contacted [tech-help@llcoop.org](mailto:tech-help@llcoop.org) about the update, please do so ASAP. These workstations did not fully update to version 5.3 and you will need to have Thom Riley provide you with the jar files to complete the update. The main indicator this time is the availability of the Manage Holds option in the Sierra drop-down menu. If your drop-down menu still says View Outstanding Holds, you'll need to contact us.

**Shoutbomb:** I submitted pickup message changes to Shoutbomb on Tuesday, August 24, 2021. The revised messages were put in place later that day.

**Capira:** Continue to send us links you need to add or remove from your sub apps and another updates you have. We are working to get the circulation and other reports from the Capira statistics. We'll send those out as soon as we have them ready.

**Bibliocommons:** The catalog system is running smoothly. We are still working through the e-materials availability. Bibliocommons has proposed a solution and we are investigating that option and waiting for some additional information from them. We will keep you posted on those developments. If you have made changes to your online resources and need to add or remove resources from your other resources links, please send those to [tech-help@llcoop.org](mailto:tech-help@llcoop.org) and we'll submit them.

**Patron Point:** We had our introductory meeting with their staff on Friday, August 27. We have started the backend setup/access to the API process with them. We will keep you posted as this project progresses.

**Fines restored:** Loan rules that normally charge fines were updated and the fine rates were put back in place after all libraries closed on Tuesday evening, August 31. Libraries that were recently converted to fines free will have charges to waive because items checked out prior to their conversion dates are checked out under the "charge" loan rules. Only items checked out after the conversion will have the new "no fines" rules applied.

**Annual expired patron records and charges purge:** I conducted the annual Patron and Patron charges purges on August 20, 2021. There were 23,254 patron records deleted that had no charges, expired 2017 or earlier and had no circ activity after 2017. There were an additional 12,448 patron records with charges assessed 2014 and earlier. Those patrons owed a total of \$228,239.57. Of that total, \$194,753.65 was assessed in 2014 or earlier so those charges were purged from the system. From the 2<sup>nd</sup> batch of patron records, 7,992 of those expired in 2017 or earlier and now had \$0.00 balances with no circ activity after 2017. Those patron records were also removed from the system. Several of them had been in collections for a very long time so following the charges purge, I sent a sync file to Unique Management so that the old accounts could be updated at Unique. Patron lists were emailed to the libraries. Circ activity is considered, check out, check in, renewing items, placing holds, fines payment (either in Sierra or online), using self-checkout, logging into my account online, or authenticating using the Patron API.

**System notice headers:** I added language into the overdue and billing notice headers informing patrons that late fees will be reinstated at many locations and urged them to return late items by August 31, 2021. I also added that late fees will be retroactive to the due date of the items starting September 1.

\*\*\*\*\*

Respectfully submitted,

Carol Dawe



**LAKELAND LIBRARY COOPERATIVE  
DIGITAL SERVICES LIBRARIAN  
SPECIALIST 1  
2 positions  
600 hours per year maximum per position  
JOB DESCRIPTION  
October 2021**

**JOB SUMMARY**

The Digital Services Librarian Specialist 1 provides support for digital content provided in-house and by third party vendors. This includes, but is not limited to digital newsletters and brochures, social media and web page content, promotional and instructional materials in multiple formats, tutorials and implementation and upgrade support and documentation. This position is a part-time position not to exceed 12 hours per week and reports to the Cooperative Director.

**DUTIES/RESPONSIBILITIES** (Illustrative not exhaustive)

- Provides uniformly consistent, respectful, and friendly service to LLC members, staff and visitors.
- Understands and complies with organizational policies and procedures while safeguarding confidential and restricted information.
- Prepares and distributes bi-monthly digital newsletter and monthly statistical snapshots.
- Serves as liaison for in-house digital content and 3<sup>rd</sup> party digital content vendors. Provides digital support for the Lakeland Continuing Education Committee.
- Creates, maintains, updates and distributes Lakeland promotional and educational materials.
- Provides digital support for product enhancements, upgrades and new product roll-outs.
- Performs other duties as assigned.

**NECESSARY KNOWLEDGE, ABILITIES AND SKILLS**

- Ability to work effectively with others.
- Ability to exercise judgment in analyzing and solving problems.
- Ability to set priorities, make independent decisions, and exercise discretion with vendors, members and office staff.
- Ability to manage multiple tasks and adhere to deadlines.
- Attention to detail, with a commitment to accuracy in all work products.
- Strong written and oral communication skills, including gathering, analyzing and presenting accurate written records, as well as clear and concise oral reports.
- Ability to learn the organization and operation of a library cooperative.
- Knowledge of, and ability to use, PCs and a variety of hardware/software applications.
- Ability to use a variety of office equipment.
- Ability to lift boxes of paper, files and other office supplies weighing a maximum of 50 pounds on a daily basis to waist-high level.
- Manual dexterity and ability to sit and operate a computer at a high level of proficiency for extended periods.
- Ability to work extra hours occasionally, if needed.

- Able to travel to member libraries, meetings and conferences with occasional overnight travel.

### **QUALIFICATIONS**

- At least two years of college. BA and MLS preferred.
- At least three years experience in a public library with a focus on digital content and services.
- Advanced working knowledge of the following software and products:
  - Microsoft Office Suite
  - Facebook and LinkedIn
  - Canva
  - Digital Content Vendors such as Hoopla, Overdrive and Proquest.

This job description should not be interpreted as all-inclusive or as an employment agreement between the employer and employee. Any essential functions of this position will be re-evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.





**LAKELAND LIBRARY COOPERATIVE  
CATALOGING SERVICES  
SPECIALIST 2  
JOB DESCRIPTION  
September 2021**

**JOB SUMMARY**

Provides original and copy cataloging at the professional level. This position reports to the Cataloging Services Manager.

**DUTIES/RESPONSIBILITIES** (Illustrative not exhaustive)

- Provides uniformly consistent, respectful, and friendly service to LLC members, staff and visitors.
- Understands and complies with organizational policies and procedures while safeguarding confidential and restricted information.
- Responsible for both original and copy cataloging of all variety of library materials and formats including digital formats and special collections.
- Uses information supplied by member libraries to verify the selection and cataloging of appropriate MARC bibliographic records for print and non-print materials for inclusion in the local database.
- Searches, retrieves and updates bibliographic records for the ILS for bibliographic records that match information supplied by member libraries and if more than one record is found, identifies the best record for cataloging purposes, using national and local practice guidelines.
- Edits MARC bibliographic records according to national and local practice guidelines and transfers information to the local system.
- For records not found, original cataloging will be performed.
- Consults authority files, both local and national, to determine appropriate headings for names, subjects and series titles.
- Creates and maintains the local bibliographic database, including detection and elimination of duplicate records, monographs that should be attached to a serial record and correction of errors.
- Verifies that records are successfully transferred to the local system.
- Performs other bibliographic database maintenance tasks as directed.
- Sorts, tallies, and routes to the proper staff member all cataloging requests and materials received via email and delivery.
- Prepares monthly reports.
- Communicates with member libraries regarding the status of a request, or to request additional information on a specific item to be cataloged.
- Monitors routine cataloging workflow and reports significant changes to supervisor.
- Handles inquiries from member libraries regarding records on the local database.
- Performs related duties as assigned.

**NECESSARY KNOWLEDGE, ABILITIES AND SKILLS**

- Ability to work effectively with others.
- Ability to exercise judgment in analyzing and solving problems.
- Ability to set priorities, make independent decisions, and exercise discretion with vendors, members and office staff.
- Ability to manage multiple tasks and adhere to deadlines.
- Attention to detail, with a commitment to accuracy in all work products.
- Strong written and oral communication skills, including gathering, analyzing and presenting accurate written records, as well as clear and concise oral reports.
- Ability to learn the organization and operation of a library cooperative
- Knowledge of, and ability to use, PCs and a variety of hardware/software applications.
- Ability to use a variety of office equipment.
- Ability to lift boxes of paper, files and other office supplies weighing a maximum of 30 pounds on a daily basis to waist-high level.
- Manual dexterity and ability to sit and operate a computer at a high level of proficiency for extended periods.
- Ability to work extra hours occasionally, if needed.
- Able to travel to member libraries, meetings and conferences with occasional overnight travel.
- Ability to work well under pressure
- Ability to work independently
- Ability to input detailed data with speed and accuracy
- Ability to operate a computer keyboard
- Ability to read small print

**QUALIFICATIONS**

- MLS from an ALA accredited institution
- Cataloging experience, including the use of cataloging vendor software (ex. SkyRiver)
- Ability to work with details and coordinate a variety of activities
- Knowledge of, or ability to learn, AACR2 Cataloging standards, RDA and MARC Format
- Ability to perform thorough and accurate searches on bibliographic databases
- Ability to understand authority control
- Knowledge of, or ability to learn, automation system software (ex. Innovative/Sierra)
- A minimum of 3 years library experience with at least 2 year's experience in a library environment as a copy cataloger with original cataloging experience too.
- Advanced working knowledge of the following software:
  - Microsoft Office Suite (with an emphasis on Excel)

This job description should not be interpreted as all-inclusive or as an employment agreement between the employer and employee. Any essential functions of this position will be re-evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

**Lakeland Library Cooperative**  
**Salary and Wage Ranges**  
**As of FY2021-22**

<b>Job Classification</b>	<b>Job Title</b>	<b>Department</b>	<b>Low Wage</b>	<b>High Wage</b>
<b><i>Exempt Positions:</i></b>			<b><i>Salary</i></b>	<b><i>Salary</i></b>
Director	Cooperative Director	Administration	Set by the Board	Set by the Board
Manager 2	ILS Manager 2	ILS-IT	71,000	85,000
	IT Manager 2	ILS-IT	71,000	85,000
Manager 1	Cataloging Services Manager 1	ILS-IT	55,000	70,000
	Delivery & Facility Manager 1	Delivery	55,000	70,000
<b><i>Non-Exempt Positions:</i></b>			<b><i>Hourly</i></b>	<b><i>Hourly</i></b>
Specialist 2	Cataloging Specialist 2	ILS-IT	23.00	30.00
	Finance & HR Specialist 2	Administration	23.00	30.00
Specialist 1	Cataloging Specialist 1	ILS-IT	15.00	22.00
	Digital Specialist 1	Administraton	15.00	22.00
Driver	Driver	Delivery	17.00	25.00
Sorter	Sorter	Delivery	10.00	16.00

ANNALS OF COMMUNICATIONS

# AN APP CALLED LIBBY AND THE SURPRISINGLY BIG BUSINESS OF LIBRARY E-BOOKS

*Increasingly, books are something that libraries do not own  
but borrow from the corporations that do.*

**By Daniel A. Gross**

September 2, 2021

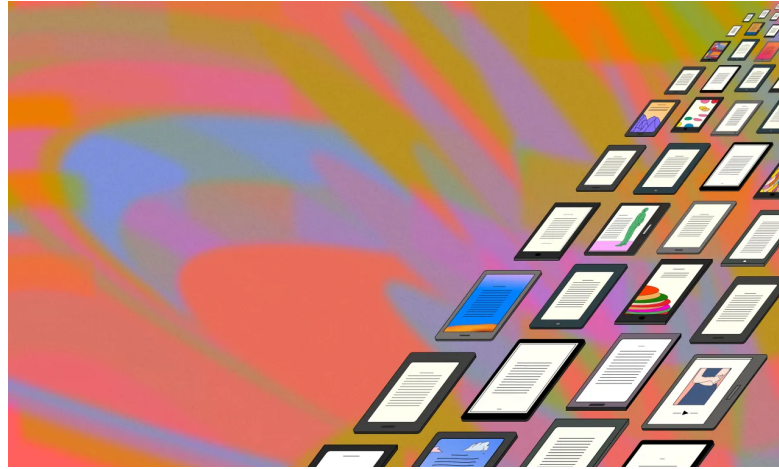


Illustration by Seba Cestaro

Steve Potash, the bearded and bespectacled president and C.E.O. of OverDrive, spent the second week of March, 2020, on a business trip to New York City. OverDrive distributes e-books and audiobooks—i.e., “digital content.” In New York, Potash met with two clients: the New York Public Library and Houghton Mifflin Harcourt. By then, Potash had already heard what he described to me recently as “heart-wrenching stories” from colleagues in China, about neighborhoods that were shut down owing to the coronavirus. He had an inkling that his business might be in for big changes when, toward the end of the week, on March 13th, the N.Y.P.L. closed down and issued a statement: “The responsible thing to do—and the best way to serve our patrons right now—is to help minimize the spread of COVID-19.” The library added, “We will continue to offer access to e-books.”

The sudden shift to e-books had enormous practical and financial implications, not only for OverDrive but for public libraries across the country. Libraries can buy print books in bulk from any seller that they choose, and, thanks to a legal principle called the first-sale doctrine, they have the right to lend those books to any number of readers free of charge. But the first-sale doctrine does not apply to digital content. For the most part, publishers do not sell their e-books or audiobooks to libraries—they sell digital distribution rights to third-party vendors, such as OverDrive, and people like Steve Potash sell lending rights to libraries. These rights often have an expiration date, and they make library e-books “a lot more expensive, in general, than print books,” Michelle Jeske, who oversees Denver’s public-library system, told me. Digital content gives publishers more power over prices, because it allows them to treat libraries differently than they treat other kinds of

buyers. Last year, the Denver Public Library increased its digital checkouts by more than sixty per cent, to 2.3 million, and spent about a third of its collections budget on digital content, up from twenty per cent the year before.

There are a handful of popular e-book vendors, including Bibliotheca, Hoopla, Axis 360, and the nonprofit Digital Public Library of America. But OverDrive is the largest. It is the company behind the popular app Libby, which, as the Apple App Store puts it, “lets you log in to your local library to access ebooks, audiobooks, and magazines, all for the reasonable price of free.” The vast majority of OverDrive’s earnings come from markups on the digital content that it licenses to libraries and schools, which is to say that these earnings come largely from American taxes. As libraries and schools have transitioned to e-books, the company has skyrocketed in value. Rakuten, the maker of the Kobo e-reader, bought OverDrive for more than four hundred million dollars, in 2015. Last year, it sold the company to K.K.R., the private-equity firm made famous by the 1989 book “Barbarians at the Gate.” The details of the sale were not made public, but Rakuten reported a profit of “about \$365.6 million.”

In the first days of the lockdown, the N.Y.P.L. experienced a spike in downloads, which lengthened the wait times for popular books. In response, it limited readers to three checkouts and three waitlist requests at a time, and it shifted almost all of its multimillion-dollar acquisitions budget to digital content. By the end of March, seventy-four per cent of U.S. libraries were reporting that they had expanded their digital offerings in response to coronavirus-related library closures. During a recent interview over Zoom (another digital service that proliferated during the pandemic), Potash recalled that OverDrive quickly redirected about a hundred employees, who would normally have been at trade shows, “to help support and fortify the increase in demand in digital.” He recalled a fellow-executive telling him, “E-books aren’t just ‘a thing’ now—they’re our only thing.”

Before the pandemic, I had never read an e-book, and didn’t particularly want to. But, during the lockdown, I spent nearly every day wandering my neighborhood in a mask and headphones, listening to audiobooks. I wanted to hear a human voice and feel the passing of time; Libby became a lifeline. As a dual citizen of the Brooklyn Public Library and the N.Y.P.L., I toggled between library cards, in search of the shortest waiting list. I did what previously had been unthinkable and spent a hundred and eighty dollars on a Kobo. I read more books in 2020 than I had in years. I was not the only one; last year, more than a hundred library systems checked out a million or more books each from OverDrive’s catalogue, and the company reported a staggering four hundred and thirty million checkouts, up a third from the year before. (Barnes & Noble, which has more retail locations than any other bookseller in the U.S., has said that it sells about a hundred and

fifty-five million print books a year.) The burst in digital borrowing has helped many readers, but it has also accelerated an unsettling trend. Books, like music and movies and TV shows, are increasingly something that libraries and readers do not own but, rather, access temporarily, from corporations that do. <sup>23</sup>

The company that became OverDrive began, in the mid-eighties, as a document-digitizing firm, in a suburb of Cleveland. Potash and his wife, Loree, an academic librarian, had both gone to law school at night, and their early clients were law firms that needed help digitizing large volumes of paperwork. Eventually, Harcourt Brace Jovanovich (a precursor to Houghton Mifflin Harcourt) hired the young company to digitize reference books, and other publishers followed. “It was probably about a ten-year struggle to get the e-book concept to grab hold,” Jon Nigbor, an early colleague and investor who left OverDrive around 1990 and sold his stake in 2010, told me. “It was the twenty-five-year overnight-success story.” (Nigbor describes himself as a co-founder of the company; Potash denies this.)

In the two-thousands, OverDrive helped publishers set up online stores and sold e-books directly to consumers through its own marketplace. The company also persuaded a few presses to license their e-books to libraries. At the time, the six largest publishers tended to sell their goods through online retailers, such as Amazon, which released its e-reader, the Kindle, in 2007. But, gradually, the Big Six began to sell digital rights to libraries under a “one copy, one user” model. As soon as one reader returned an e-book, a second reader could check it out, and so on, with no expiration date. “At the beginning, we were really trying to replicate what happens on the print-book side,” a publishing executive told me. Digital books, which could in theory be duplicated for free by any librarian with a computer, would still have waiting lists.

“We then saw the first wrinkle in one copy, one user,” Potash said. In 2011, HarperCollins introduced a new lending model that was capped at twenty-six checkouts, after which a library would need to purchase the book again. Publishers soon introduced other variations, from two-year licenses to copies that multiple readers could use at one time, which boosted their revenue and allowed libraries to buy different kinds of books in different ways. For a classic work, which readers were likely to check out steadily for years to come, a library might purchase a handful of expensive perpetual licenses. With a flashy best-seller, which could be expected to lose steam over time, the library might buy a large number of cheaper licenses that would expire relatively quickly. During nationwide racial-justice protests in the summer of 2020, the N.Y.P.L. licensed books about Black liberation under a pay-per-use model, which gave all library users access to the books without any waiting list; such licenses are too expensive to be used for an entire collection, but they can accommodate surges in demand. “At the time of

its launch, the twenty-six-circulation model was a lightning rod,” Josh Marwell, the president of sales at HarperCollins, told me. “But, over time, the feedback we have gotten from librarians is that our model is fair and works well with their mission to provide library patrons<sup>24</sup> with the books they want to read.”

During the past decade, publishers and booksellers have consolidated at a rapid pace, leaving a smaller number of companies with a greater degree of influence over what and how we read. In the early days of the Kindle, Amazon undercut many of its competitors, including brick-and-mortar bookstores, by selling consumer e-books for just \$9.99. In 2012, the U.S. Department of Justice accused Apple of conspiring with publishers to increase the prices of consumer e-books, and Apple later agreed to pay four hundred and fifty million dollars in settlement. In 2013, the six largest publishers became five when Penguin merged with Random House. (Now, the Big Five is poised to become the Big Four, if Penguin Random House’s purchase of Simon & Schuster is approved.) Earlier this year, a consumer class-action lawsuit accused Amazon of signing anti-competitive contracts with the five largest publishers in a “conspiracy to fix the retail price of trade eBooks.” (An Amazon spokesperson declined to comment for this story.)

Libraries now pay OverDrive and its peers for a wide range of digital services, from negotiating prices with publishers to managing an increasingly complex system of digital rights. During our video call, Potash showed me OverDrive’s e-book marketplace for librarians, which can sort titles by price, popularity, release date, language, topic, license type, and more. About fifty librarians work for OverDrive, Potash said, and “each week they curate the best ways each community can maximize their taxpayers’ dollar.” The company offers rotating discounts and generates statistics that public libraries can use to project their future budgets. When I noted that OverDrive’s portal looked a bit like Amazon.com, Potash didn’t respond. Later, he said, with a touch of pride, “This is like coming into the front door of Costco.”

Alan Inouye, the senior public-policy director at the American Library Association, told me that consolidation could reduce competition and potentially drive the cost of library e-books even higher. “OverDrive is already a very large presence in the market,” he said. The company’s private-equity owner, K.K.R., also owns a major audiobook producer, RBMedia, which sold its digital library assets to OverDrive last year. But, Inouye added, OverDrive’s influence is an important counterweight to the largest publishers and to Amazon, which dominates the consumer e-book market and operates as a publisher in its own right. (Amazon did not make its own e-books available to libraries until May, when it announced a deal with the Digital Public Library of America.) When I asked Potash about the concern that consolidation



could also give OverDrive too much influence over the market, he called that “a far-fetched conspiracy theory.” He cited the company’s track record of advocating for libraries, adding, “I’m a big fan of free-market capitalism.”

To illustrate the economics of e-book lending, the N.Y.P.L. sent me its January, 2021, figures for “A Promised Land,” the memoir by Barack Obama that had been published a few months earlier by Penguin Random House. At that point, the library system had purchased three hundred and ten perpetual audiobook licenses at ninety-five dollars each, for a total of \$29,450, and had bought six hundred and thirty-nine one- and two-year licenses for the e-book, for a total of \$22,512. Taken together, these digital rights cost about as much as three thousand copies of the consumer e-book, which sells for about eighteen dollars per copy. As of August, 2021, the library has spent less than ten thousand dollars on two hundred and twenty-six copies of the hardcover edition, which has a list price of forty-five dollars but sells for \$23.23 on Amazon. A few thousand people had checked out digital copies in the book’s first three months, and thousands more were on the waiting list. (Several librarians told me that they monitor hold requests, including for books that have not yet been released, to decide how many licenses to acquire.)

The high prices of e-book rights could become untenable for libraries in the long run, according to several librarians and advocates I spoke to—libraries, venders, and publishers will probably need to negotiate a new way forward. “It’s not a good system,” Inouye said. “There needs to be some kind of change in the law, to reinstate public rights that we have for analog materials.” Maria Bustillos, a founding editor of the publishing coöperative Brick House, argued recently in *The Nation* that libraries should pay just once for each copy of an e-book. “The point of a library is to preserve, and in order to preserve, a library must own,” Bustillos wrote. When I asked Potash about libraries and their growing digital budgets, he argued that “digital will always be better value,” but he acknowledged that, if current trends continue, “Yes, there is a challenge.”

Readers of the future are likely to want even more digital content, but it may not look the same as it does now. Audible, which is owned by Amazon, has already made listening to books more like streaming, with subscribers gaining access to a shifting catalogue of audiobooks that they do not need to buy separately. “We have moved away from owning, to accessing,” Mirela Roncevic, a longtime publishing and library consultant, told me. Maybe readers will expect books to feel more like Web sites, and an infinite scroll will replace the turn of the page, as it has in the digital magazine you are reading now. Perhaps readers will want images and videos to be woven seamlessly into the text, requiring a new format. The e-book as we know it “will not last,” Roncevic insisted. Lending libraries were once an innovation that helped spread

literacy and popularize books. Roncevic wants libraries to continue innovating—for example, by experimenting with new formats and license models in partnership with independent or international publishers. “Libraries have more power than they sometimes realize,” she told me. <sup>26</sup>

Andrew Medlar, a longtime librarian who now serves as the N.Y.P.L.’s director of BookOps, agrees that libraries need to be innovative, and believes that they need to do so in partnership with vendors and publishers. “We’ve got to do it together,” he told me. It didn’t bother him if a few companies turned a profit, he added, as long as they served readers: “It comes down to more people reading more.” After all the conversations I’d had about the economics of e-books, I’d started to worry that I had become a rather expensive library patron, and I asked Medlar whether I was costing the library money by requesting books that I then failed to read, or renewing books that I hadn’t read fast enough. He said that I was, but also told me not to worry. “I don’t want patrons to feel bad about that,” he said. “To me, that’s part of being a reader.”

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## NEW YORKER FAVORITES

- What happens when a bad-tempered, distractible doofus runs an empire?
- Remembering the murder you did not commit.
- The repressive, authoritarian soul of Thomas the Tank Engine.
- The mystery of people who speak dozens of languages.
- Margaret Atwood, the prophet of dystopia.
- The many faces of women who identify as witches.
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**LAKELAND LIBRARY COOPERATIVE  
PERSONNEL COMMITTEE MINUTES – Unofficial  
Wednesday, September 1<sup>st</sup>, 2021 at 10:00 a.m.  
Via Zoom**

Present: Dale Parus (Chair), Kelly Richards (MADL), Peggy Hemerling (Hastings), John McNaughton (Grand Rapids), and Carol Dawe (Lakeland)

- 1) **CALL TO ORDER AND ROLL CALL:** *The meeting was called to order at 10:14 p.m. by Dale Parus. Kelly Richards arrived at 10:30 a.m.*
- 2) **APPROVAL OF AGENDA:** *Hemerling moved, supported by McNaughton to approve the agenda as presented - motion carried.*
- 3) **APPROVAL OF MINUTES:** *Hemerling moved, supported by McNaughton to approve the Personnel Committee minutes from 12/2/2020 as presented – motion carried.*
- 4) **NEW BUSINESS:**
  - a) *The LLC Employment Handbook 2021 was reviewed by the board. There was robust discussion in regards to the probationary period, donated paid sick leave, substance abuse and the social network policies. Hemerling moved, supported by McNaughton to forward the handbook to the full board with the recommended changes. Motion carried.*
  - b) *Staffing: The New Staffing Chart with Salary Ranges was reviewed. There was agreement that this schedule was a starting point and should be reviewed every year. There was also agreement that the job descriptions for the two new staffing positions: Cataloging Specialist 2 and Digital Content Specialist 1 will provide tremendous added value to the services provided to the member libraries.*
- 5) **NEXT MEETING:** *The committee will meet on Wednesday, September 22<sup>nd</sup> at 1:30 p.m. to prepare for the Cooperative Director's review. Dawe will provide the updated instrument and information for the current year and next year in terms of accomplishments, goals and objectives.*
- 6) **ADJOURNMENT:** *There was a motion to adjourn at 11:09 a.m.*

**Respectfully Submitted,**

Carol Dawe  
Lakeland Cooperative Director

**FY2020-21 BUDGET AMENDMENT #4**  
**Reconciliation Budget Adjustments for Fiscal Year End**

Transfer From					Transfer To					Notes
Account	Class	Amount	Current Budget	Amended Budget	Account	Class	Amount	Current Budget	Amended Budget	
Salaries	1	(3,025)	715,300	712,275	RIDES Delivery	3	25	7,275	7,300	1
					Transportation	3	3,000	41,025	44,025	2
<b>Total Transferred</b>		<b>\$ (3,025)</b>			<b>Total Transferred</b>		<b>\$ 3,025</b>			

Transfer Adjustments Between Departments within Budget Line Items (Classes)										3
Dept	Class	Amount	Current Dept Budget	Amended Dept Budget	Dept	Class	Amount	Current Dept Budget	Amended Dept Budget	Notes
<b>Benefits - Total Budget: \$113,030</b>										
Administration	1	(600)	47,036	46,436	Delivery	3	600	10,219	10,819	i
<b>IT Equipment &amp; Services - Total Budget: \$30,000</b>										
IT	5	(230)	6,926	6,696	Administration	1	230	17,800	18,030	ii
<b>Professional Services - Total Budget \$18,500</b>										
IT	5	(100)	2,250	2,150	Administration	1	100	14,000	14,100	iii
<b>Total Transferred</b>		<b>\$ (930)</b>			<b>Total Transferred</b>		<b>\$ 930</b>			

**Notes:**

- 1 - Not enough budgeted for cost increase
- 2 - Unexpected vehicle repairs required
- 3 - Adjustments between departments - no change in total line item budget
  - i - New hire in Delivery
  - ii - Software purchases classed as Administrative
  - iii - Consulting services on webpage

**Lakeland Library Cooperative  
Board Meeting Schedule  
FY2021-2022 **PROPOSED****

<b>DATE</b>	<b>LOCATION</b>	<b>TIME</b>
October 14, 2020	Kent District Library or TBD	9:30 a.m.
November 11, 2020	Kent District Library or TBD	9:30 a.m.
December 9, 2020	Kent District Library or TBD	9:30 a.m.
January 13, 2021	Kent District Library or TBD	9:30 a.m.
February 10, 2021	Kent District Library or TBD	9:30 a.m.
March 10, 2021	Kent District Library or TBD	9:30 a.m.
April 14, 2021	Kent District Library or TBD	9:30 a.m.
May 12, 2021	Kent District Library or TBD	9:30 a.m.
June 9, 2021	Kent District Library or TBD	9:30 a.m.
July 14, 2021	Kent District Library or TBD	9:30 a.m.
August 11, 2021	Kent District Library or TBD	9:30 a.m.
September 8, 2021	Kent District Library or TBD	9:30 a.m.



4138 3 Mile Road NW  
Grand Rapids, MI 49534-1134

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(616) 559-4329 FAX

**RESOLUTION TO ADOPT 80%/20% EMPLOYER/EMPLOYEE HEALTH CARE COST  
OPTION AS SET FORTH IN 2011 PUBLIC ACT 152, THE PUBLICLY FUNDED  
HEALTH INSURANCE CONTRIBUTION ACT  
(September 9, 2021)**

**WHEREAS**, 2011 Public Act 152 (the "Act") was passed by the State Legislature and signed by the Governor on September 24, 2011;

**WHEREAS**, the Act contains two acceptable options for libraries and library cooperatives complying with the requirements of the Act;

**WHEREAS**, the options are as follows:

1) Section 3 - "Hard Caps" Option - limits a public employer's total annual health care costs for employees based on coverage levels, as defined in the Act;

2) Section 4 - "80%/20%" Option - limits a public employer's share of total annual health care costs to not more than 80%. This option requires an annual majority vote of the governing body;

**WHEREAS**, the Lakeland Library Cooperative Board has decided to adopt the 80%/20% option as its choice of compliance under the Act;

**NOW, THEREFORE, BE IT RESOLVED** the Board of the Lakeland Library Cooperative elects to comply with the requirements of 2011 Public Act 152, the Publicly Funded Health Insurance Contribution Act, by adopting the 80%/20% option for the medical benefit plan coverage year October 1st, 2021 through September 30th, 2022.

Upon a call of the roll, the vote was as follows:

Ayes:

Nays:

Absent:

RESOLUTION DECLARED ADOPTED.

---

Board President

---

Date

## **Lakeland Library Cooperative Employment Handbook**

This document is presented as a primer on the new 2021 Employment Manual and to offer a comparison to the 2009 manual.

Janet Cornell and I met with each other and with Karl Butterer, legal counsel, from Foster Swift multiple times via e-mail, Zoom and over the phone between January and June of this year. Several revisions later, we are ready to present the new employee handbook. I can't provide a red-lined copy because there were many, many versions.

A few initial comments:

1. I do want to remind you all that LLC is NOT a public library but rather a non-for-profit, intergovernmental agency and this policy was written with that in mind.
2. This document refers to employment at the Lakeland Library Cooperative in Grand Rapids, MI. (**LLC**)
3. The 2009 handbook (**EH2009**) with revisions through 2014 is 113 pages with an additional 11 pages of indexing. The new handbook (**EH2021**) is 49 pages without an index.
4. EM2021 stands on its own and supersedes all other manuals.
5. Legal counsel stated that the intent of EM2009 was in fact good law but overly complicated, contradictory in parts and out of date. He also stated and LLC staff concurred that there were many procedures inserted into the manual that could stand on their own and others could be eliminated due to common sense and that existed in other policies or stood on their own as established law.
6. The outline below explains changes, omissions and additions etc. so that the committee/board doesn't have to sift through both manuals.

### **EM2021**

#### **Section 1: Introduction (Pages 5-6)**

This section welcomes the employee, defines the intent of the handbook, provides a history of LLC and restates its mission, vision and core values as presented on the current job descriptions and annual evaluation forms to provide a cohesive framework of what we do and why. We eliminated lists of the member libraries since this is a staff handbook and pared down the history and intent of the handbook. Employees are asked to sign the handbook to indicate it has been reviewed.

#### **Section 2: Employment Basics: (Pages 7-9)**

This section defines At -Will standard of employment, Equal Opportunity and Anti-harassment and Anti-retaliation, including the requirement of managers in these areas.



Genetic Information Non-Discrimination Act (GINA) and Open Door Policy are also included. EM2009 includes sections that are covered later on in EM2021.

### **Section 3: Employee Classification and Status (Pages 10-11)**

Probationary period stands at 90 days. Upon successful completion, the employee is considered a regular employee of the Cooperative.

Classification of employees remains the same as in EH2009. We did add section 3.3 for Minor Employees in order to comply with the Michigan Youth Employment Standards Act and the Federal Labor Standards Act.

### **Section 4: Compensation and Reimbursement (Pages 12-14)**

The work week is defined as Sunday through Saturday for clarity. Time reporting, Overtime and Payroll have not been changed. Managers approve all time sheets. The Business Travel and Expenses and Reimbursements was edited for clarity and indicated that all reports/requests be submitted to the Cooperative Director and not the manager for transparency.

### **Section 5: Employee Benefits: (Pages 15-25)**

We condensed our offerings to paid coverage policies and indicate that there are summary plans and policies available separately. Other types of benefits are listed elsewhere in the handbook.

Please look at the following sub-sections:

#### **5.3 Holidays:**

At least half of all of LLC libraries are closed on the day after Thanksgiving. I would like to add this day as a paid holiday, making the total 8. Other Michigan Cooperatives have far more generous holiday schedules but they provide far less day-to-day services. I just think this would be nice for staff and easier on the drivers since they have to leave before 6 a.m.

We also made it clear throughout the document that an employee must be scheduled for a holiday in order to receive the day off. This was inconsistent in EH2009.

#### **5.4 Vacation:**

This section is now consistent for all classifications of employees with the proper pro-rated schedule. (See page 18.) We also eliminated the 90 day waiting period for taking

vacation. All vacation must be approved prior ahead of time so the 90 day wait period seemed like overkill.

### **5.5 Personal Days:**

Personal days have also been prorated for part-time workers. They are no longer paid out upon resignation or termination.

### **5.6 Sick Days:**

This section has been reworked to provide sick leave for Regular part-time and part-time employees. This was recommended by legal counsel so that all employees are treated equally. Everything else is consistent with EH2009.

### **5.7 Donated Paid Sick Leave/Vacation:**

This policy was added at the request of the LLC staff and is written with standard options provided by legal counsel.

### **5.8 Family Medical Leave Act:**

This has been terribly confusing in the past and now is resolved. Being an entity that can be covered by FMLA is different that being eligible for that coverage. LLC employees are not eligible for FMLA due to the fact that we have less than 50 employees within 70 miles of our location(s.)

### **5.13 Leave of Absence:**

This section was revised in order to provide guidance since we are not eligible for FMLA. Mr. Butterer provided a lot of guidance in the area and I can provide further documentation if needed. It is essential to remember that any leave of absence changes if an ADA accommodation is needed so it is important to keep the policy both specific and yet open to other factors as clearly described in the policy.

## **Section 6. Employment Practices (Pages 26-33)**

All of these sections were edited for clarity, flexibility and reasonable expectations. The following sections were added:

**6.2 Breaks for Breastfeeding Mothers Policy (Mandatory from** The federal Break Time for Nursing Mothers law requires employers covered by the Fair Labor Standards Act (FLSA) to **provide basic accommodations for breastfeeding** mothers at work. These accommodations include time for women to express milk and a private space that is not a bathroom each time they need to pump. (Aug 10, 2018)

**6.16 Remote Work-We didn't have a policy on this and obviously need one.**

### **Section 7.0 Health and Safety: (Pages 34-42)**

This section is very similar except there were some duplicate sections and inconsistencies in disciplinary procedures and definitions and we reworked the following.

#### **7.14 Employee Motor Vehicle Operator Standards:**

This is somewhat procedural but it is a necessary exception since DELIVERY is a core part of our service plan. Most of this is similar to EH2009 with some updating to improve clarity.

### **Section 8.0 Employment Records: (Page 43)**

Again, these were updated for 2021 but the intent is consistent with the former policy.

### **Section 9.0 Communications Policy: (Pages 44-48)**

This has been completely retitled, revised and updated to reflect current law and technological needs, including our social media policy.

### **Acknowledgement: (Page 49)**

Each employee will sign either a paper copy or via our HR portal.

I am so pleased to have a new handbook in place for the LLC staff. Please let me know if you have further questions.

Carol Dawe

***Lakeland Library Cooperative***



***Employment Handbook***

**Effective October 1, 2021**

**Supersedes All Others**

## TABLE OF CONTENTS

<b>1.</b>	<b>INTRODUCTION.....</b>	<b>1-1</b>
1.1	Welcome.....	1-1
1.2	About this Handbook.....	1-1
1.3	History .....	1-1
1.4	Mission, Vision, and Core Values.....	1-2
1.5	Receipt of Handbook .....	1-2
<b>2.</b>	<b>EMPLOYMENT BASICS.....</b>	<b>2-1</b>
2.1	At-Will Standard of Employment .....	2-1
2.2	Equal Opportunity Employer .....	2-1
2.3	Anti-harassment and Anti-retaliation .....	2-1
2.4	Genetic Information Nondiscrimination Act (GINA) Policy .....	2-3
2.5	Open Door Policy.....	2-3
<b>3.</b>	<b>EMPLOYEE CLASSIFICATION AND STATUS.....</b>	<b>3-1</b>
3.1	New Employees Probationary Period.....	3-1
3.2	Employee Classification .....	3-1
3.3	Minor Employees .....	3-2
<b>4.</b>	<b>COMPENSATION AND REIMBURSEMENT .....</b>	<b>4-1</b>
4.1	Work Week .....	4-1
4.2	Time Reporting .....	4-1
4.3	Overtime .....	4-1
4.4	Pay Days .....	4-2
4.5	Pay Deductions.....	4-2
4.6	Payroll Errors .....	4-2
4.7	Business Travel Expenses.....	4-2
4.8	Reimbursement for Business Expenses.....	4-3
<b>5.</b>	<b>EMPLOYEE BENEFITS.....</b>	<b>5-1</b>
5.1	Insurance and Benefit Plans .....	5-1
5.2	Workers' Compensation.....	5-1
5.3	Holidays.....	5-1
5.4	Vacation.....	5-3
5.5	Personal Days .....	5-4
5.6	Sick Days.....	5-5
5.7	Donated Paid Sick Leave/Vacation .....	5-6
5.8	Family Medical Leave Act .....	5-8
5.9	Jury Duty.....	5-8
5.10	Military Service.....	5-9
5.11	Bereavement Leave.....	5-9
5.12	Maternity and Parental Leave .....	5-10
5.13	Leave of Absence .....	5-10

5.14	Employee Assistance Program .....	5-10
5.15	Training Courses.....	5-11
<b>6.</b>	<b>EMPLOYMENT PRACTICES.....</b>	<b>6-1</b>
6.1	Attendance and Punctuality .....	6-1
6.2	Breaks for Breastfeeding Mothers Policy .....	6-1
6.3	Conflicts of Interest .....	6-1
6.4	Cooperative Property .....	6-1
6.5	Criminal Background Checks .....	6-2
6.6	Immigration Law Compliance .....	6-2
6.7	Layoffs .....	6-2
6.8	Misconduct.....	6-3
6.9	Nepotism .....	6-4
6.10	Outside Employment.....	6-4
6.11	Patron Records .....	6-5
6.12	Performance Evaluations .....	6-5
6.13	Personal Appearance / Dress Code .....	6-5
6.14	Purchasing Policy .....	6-6
6.15	References .....	6-6
6.16	Remote Work.....	6-6
6.17	Resignation and Retirement.....	6-7
6.18	Rest and Meal Periods.....	6-7
6.19	Solicitation .....	6-8
<b>7.</b>	<b>HEALTH AND SAFETY .....</b>	<b>7-1</b>
7.1	Substance Abuse Policy .....	7-1
7.2	Safety and Work-Related Injuries.....	7-1
7.3	Fitness for Duty.....	7-2
7.4	Emergency Closing.....	7-2
7.5	Safety .....	7-2
7.6	Security.....	7-2
7.7	Searches and Inspections.....	7-3
7.8	Smoking and Tobacco Free Policy.....	7-3
7.9	Building Security and Access .....	7-3
7.10	Visitors.....	7-3
7.11	Violence or Threatening Behavior .....	7-4
7.12	Weapons Policy .....	7-4
7.13	Use of Equipment and Vehicles .....	7-4
7.14	Employee Motor Vehicle Operator Standards .....	7-5
7.15	Employee Medical Examinations .....	7-10
<b>8.</b>	<b>EMPLOYMENT RECORDS .....</b>	<b>8-1</b>
8.1	Employee Information Change.....	8-1
8.2	Social Security Number Privacy Policy.....	8-1
8.3	Personnel Records .....	8-1

**9. COMMUNICATIONS POLICY..... 9-1**

9.1 Official Cooperative Communications ..... 9-1

9.2 Information Systems Policy ..... 9-1

9.3 Social Media Policy ..... 9-3

9.4 Personal Calls..... 9-4

9.5 Photographs ..... 9-5

**ACKNOWLEDGMENT .....A**

## **1. INTRODUCTION**

### **1.1 Welcome**

We're very happy to welcome you to the Lakeland Library Cooperative (the "Cooperative"). Thanks for joining us! The Cooperative would like you to feel that your employment with us will be mutually beneficial and enjoyable.

### **1.2 About this Handbook**

This Employment Handbook is designed to acquaint you with the Cooperative and provide basic information about working conditions, employee benefits, philosophies, and some of the policies affecting you in your employment relationship. The policies and procedures contained in this Handbook are not a contract. It is not intended to create any third-party beneficiary rights.

This Employment Handbook is not intended to be comprehensive or to address all the applications of general policies described.

In order to retain the necessary flexibility in the administration of policies and procedures, the Cooperative reserves the right to make changes in policies, practices or benefits at any time, with or without notice. Changes from policies, practices or benefits described in this Handbook must be in writing and approved by the Cooperative Board to be effective. No employee, official, or other representative of the Cooperative is authorized to alter, add to or delete from the policy stated herein through oral or written statements except as stated above.

The policies in this Handbook supersede all previous policies, practices, and oral statements of the Cooperative, its predecessors, or its authorized agents.

### **1.3 History**

42 member libraries belong to the Cooperative, which includes 81 library buildings, providing access throughout the eight-county area of Allegan, Barry, Ionia, Kent, Montcalm, Muskegon, Newaygo and Ottawa counties. 40 of the LLC member libraries participate in a shared online catalog that gives patrons access to materials owned by libraries throughout the Cooperative. This shared system provides a public catalog of materials owned by all participating libraries, as well as a system for circulation. The online catalog allows libraries to share materials through the Lakeland delivery system.

LLC member libraries participate in the MeLCat statewide inter-library loan system. This provides patrons with access to a large collection of books and other materials owned by libraries throughout the state, including academic and special libraries. Through various subscription plans among the member libraries, patrons have access to electronic and/or downloadable books, audiobooks, periodicals and, for some libraries, music and movies. All Lakeland member libraries participate in reciprocal borrowing that allows patrons to travel to other Lakeland libraries to check out all types of materials.



## 1.4 Mission, Vision, and Core Values

The Cooperative's Vision: Facilitating member library collaboration for exceptional customer service.

The Cooperative's Mission: providing the means to share resources and services and access to information and expertise for the benefit of individuals and communities within the member libraries by being responsive and proactive.

The Cooperative's areas of focus:

- Training: We provide the training needed for member libraries to provide excellent access to resources and services and in their communities.
- Technology: We are proactive about technology, so our members are confident that they have the best tools to serve their patrons.
- Governance and Organizational Development: We strive to be a learning organization that values effective collaboration by making participation easy, and decision making focused and effective.
- Advocacy: Promote awareness of current issues and share our collective knowledge/expertise within and outside of the Cooperative,

Cooperative employee core requirements:

- Ability to work with cooperative and member library staff in a respectful, friendly, and professional manner
- Considerable attention to detail
- Ability to exercise judgment in analyzing and solving problems
- Ability to set priorities, make independent decisions
- Ability to manage multiple tasks and adhere to deadlines
- Understand and comply with organizational policies and procedures while safeguarding confidential and restricted information

## 1.5 Receipt of Handbook

After you have read this Employment Handbook, you will be asked to sign a form indicating that you have read and understand the policies and procedures in the Handbook. The form also includes a separate agreement regarding a Limitation Period. Please be sure to ask questions or request clarification about any information that you do not understand before signing the form.

## **2. EMPLOYMENT BASICS**

### **2.1 At-Will Standard of Employment**

The employment relationship between each employee and the Cooperative is at-will. Therefore, your employment may be terminated by you or the Cooperative, at any time, for any or no reason. No employee, officer, or other representative of the Cooperative has the authority to enter into any employment agreement for any specified period of time or to make any agreement contrary to what has been stated above, other than the President of the Cooperative Board by written agreement.

### **2.2 Equal Opportunity Employer**

It is the Cooperative's policy to select, place, train, and promote the best-qualified individuals based upon relevant factors such as work quality, attitude and experience, so as to provide equal employment opportunity for all our employees without regard to race, color, religion, sex, sexual orientation, gender identity, veteran status, national origin, age, height, weight, disability, citizenship, marital status, pregnancy, genetic information, or any other classifications protected by applicable law.

This Equal Opportunity Policy applies to all the Cooperative activities, including but not limited to, recruiting, hiring, training, transfers, promotions, and benefits.

Disabled employees who feel accommodation is needed to perform their job must notify the Cooperative Director in writing of the need for reasonable accommodation within 182 calendar days after the date the employee knew or reasonably should have known that an accommodation was needed. The Cooperative will make accommodations that do not pose an undue hardship to the Cooperative.

### **2.3 Anti-harassment and Anti-retaliation**

A fundamental policy of the Cooperative is that the workplace is for work. Our goal is to provide a workplace free from tensions involving matters which do not relate to the Cooperative's business. In particular, an atmosphere of tension created by non-work-related conduct, including ethnic, racial, sexual, or religious remarks, animosity, unwelcome sexual advances, or requests for sexual favors or other such conduct does not belong in our workplace.

Prohibited harassment of employees or of applicants by other employees will not be tolerated. Prohibited harassment is defined, for purposes of this policy, as conduct or communication based on a characteristic protected by applicable law when submission to that conduct is either explicitly or implicitly made a term or condition of employment or is used as the basis for employment decisions, or when that conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment. Characteristics protected by applicable law include, but are not limited to, race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, height, weight, marital status, pregnancy, genetic information, and veteran status. This policy also prohibits harassment on the basis of a person's association with someone who

has a characteristic protected by the law.

Prohibited harassment includes, without limitation, verbal harassment (epithets, derogatory statements, slurs), physical harassment (gestures, assault, physical interference with normal work or involvement), visual harassment (posters, cartoons, drawings), and innuendo. Sexual harassment, in particular, includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact, and other verbal or physical conduct, or visual forms of harassment of a sexual nature.

You cannot be forced to submit to harassment as a basis for any employment decision, and the Cooperative will do its best to keep itself free of any conduct that creates an intimidating, hostile, or offensive work environment for our employees.

### **What to do if you feel our policy has been violated**

If any sort of harassment prohibited by this policy interferes with any individual's work performance or creates an intimidating, hostile or offensive work environment, you have an obligation to contact your immediate Manager. If you do not feel comfortable contacting your immediate Manager, you may contact the Cooperative Director.

The matter will be handled with a degree of confidentiality consistent with the Cooperative's duty to investigate and resolve the reported conduct. Charges of harassment will be promptly and thoroughly investigated and a report will be made to you concerning the results of the investigation.

If the Cooperative determines that harassment or inappropriate conduct has occurred, appropriate relief for the employee bringing the complaint and appropriate disciplinary action against the harasser, up to and including discharge, will follow. A nonemployee who subjects an employee to harassment in the workplace will be informed of the Cooperative's policy, and appropriate action will be taken. The Cooperative will make follow-up inquiries to ensure that the harassment has not resumed.

The Cooperative will not tolerate retaliation against any employee who, in good faith, complains of any prohibited harassment or provides information in connection with any such complaint. Good faith means that the employee has a sincerely held belief, even if erroneous, that the policy has been violated. Retaliation is a serious violation of this policy and is subject to the investigation and corrective measures described in this policy. Any acts of retaliation must be promptly reported to your immediate Manager or the Cooperative Director.

### **Managers**

All managers are responsible for:

- Implementing the Cooperative's harassment policy;

- Ensuring that all employees they supervise have knowledge of and understand the Cooperative policy;
- Reporting any complaints of misconduct to the designated Cooperative representative, the Director, so they may be investigated and resolved internally;
- Taking and/or assisting in prompt and appropriate corrective action when necessary to ensure compliance with the policy; and
- Conducting themselves in a manner consistent with the policy.

#### **2.4 Genetic Information Nondiscrimination Act (GINA) Policy**

The Genetics Information Nondiscrimination Act of 2008 (GINA) protects applicants and employees from discrimination based on genetic information and hiring, promotion, discharge, pay and several other aspects of employment. GINA also limits an employer's acquisition and disclosure of genetic information to circumstances such as monitoring the adverse effects of hazardous workplace exposures, complying with FMLA laws, and DNA testing for law enforcement purposes. Genetic information possessed by the Cooperative will be kept confidential and disclosed only to the employee or under certain limited circumstances. "Genetic information" includes: (1) genetic test information of an applicant, employee or family member, (2) family medical history and (3) requests for or receipt of genetic services by applicants, employees or their family members.

The Cooperative's policy is to exclude inquiries regarding family history from any employment-related medical examinations, including fitness-for-duty testing or efforts at reasonable accommodation of an identified disability.

Employees should be sensitive to day-to-day conversations, contents of emails and/or blogs, and avoid any discussion of any other employee's individual or family medical history.

#### **2.5 Open Door Policy**

It is the Cooperative's desire to provide good working conditions and maintain harmonious working relationships among employees, as well as between employees and management. In order to correct any work-related problems, the Cooperative must be fully informed about them. Therefore, the Cooperative has an "open-door" problem solving policy. You are encouraged to discuss concerns with your Manager at any time, and to work together toward prompt resolution of any problems.

### **3. EMPLOYEE CLASSIFICATION AND STATUS**

#### **3.1 New Employees Probationary Period**

New employees will be provided the training and orientation necessary to familiarize themselves with the Cooperative and their assigned jobs. This orientation period will also allow new employees to acquaint themselves with Cooperative rules, procedures, and policies.

This orientation period shall consist of the first ninety (90) calendar days of continuous employment. The orientation period may be extended for any reason. Successful completion of the orientation period does not change the at-will status of employment.

During the trial period, the newly hired employee is not a regular employee of the Cooperative. Upon satisfactory completion of the trial period, the newly hired employee shall become a regular employee of the Cooperative.

New Employees must complete the probationary period before being considered for promotions or transfers.

#### **3.2 Employee Classification**

It is the intent of the Cooperative to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility.

Each employee is designated as either NONEXEMPT or EXEMPT from federal and state wage and hour laws. NONEXEMPT employees are entitled to overtime pay under the specific provisions of federal and state laws. EXEMPT employees are excluded from specific provisions of federal and state wage and hour laws. An employee's EXEMPT or NONEXEMPT classification may be changed only upon written notification by the Director.

In addition to designation as an EXEMPT or NONEXEMPT employee, each employee will also belong to one of the following five (5) employment categories:

REGULAR FULL-TIME employees are those who are regularly scheduled to work, and regularly work, at least thirty-seven-and-a-half (37.5) hours per week. Generally, REGULAR FULL-TIME employees are eligible for The Cooperative's benefit package, subject to the terms, conditions, and limitations of each benefit program.

REGULAR PART-TIME employees are those who are not assigned to a temporary employment status and who are regularly scheduled to work, and do work, less than thirty-seven-and-a-half (37.5) hours but at least thirty (30) hours per week. Regular part-time employees are eligible for some benefits sponsored by The Cooperative, subject to the terms, conditions, and limitations of each benefit program.

PART-TIME employees are those who are not assigned to a temporary employment status and who are regularly scheduled to work, and do work, less than 30 hours per week. Part-time

employees are eligible for some benefits sponsored by The Cooperative, subject to the terms, conditions, and limitations of each benefit program.

TEMPORARY employees are those who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change. While temporary employees receive all legally mandated benefits (such as workers' compensation insurance and Social Security), they are ineligible for all of the Cooperative's other benefit programs.

SUBSTITUTE employees are those who have established an employment relationship with the Cooperative but who are assigned to work on an intermittent and/or unpredictable basis. While they receive all legally mandated benefits (such as workers' compensation insurance and Social Security), they are ineligible for all of the Cooperative's other benefit programs.

If an employee has any questions regarding his or her employment status, he or she should consult with the Director.

### **3.3 Minor Employees**

The Cooperative follows the Michigan Youth Employment Standards Act and the federal Fair Labor Standards Act regarding the employment of minors under the age of 18. An individual must be at least 14 years of age to be employed by the Cooperative. Minor employees must obtain a work permit from the State of Michigan before commencing employment. The Cooperative limits the type of work and hours a minor may work to comply with federal and state law.

Minors shall not be permitted to work over five hours continuously without a 30-minute meal break.

## **4. COMPENSATION AND REIMBURSEMENT**

### **4.1 Work Week**

The workweek is defined as beginning on Sunday at 12:00 a.m. and ending on Saturday at 11:59 p.m.

### **4.2 Time Reporting**

Accurately recording time worked is the responsibility of every nonexempt employee. Federal and state laws require the Cooperative to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties.

Nonexempt employees should accurately record the time they begin and end their work, as well as the beginning and ending time of each meal period. They should also record the beginning and ending time of any split shift or departure from work for personal reasons.

Altering, falsifying, and/or tampering with time records or recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.

Nonexempt employees should report to work no more than 15 minutes prior to their scheduled starting time and stay no more than 15 minutes after their scheduled stop time, unless the employee has received express prior authorization from their Manager for the early arrival or delayed departure. Employees are not expected to nor should they perform work during these pre and post work times.

It is the employee's responsibility to sign their time records to certify the accuracy of all time recorded. The Manager will review and then initial the time record before submitting it for payroll processing. In addition, if corrections or modifications are made to the time record, both the employee and the Manager must verify the accuracy of the changes by initialing the time record.

### **4.3 Overtime**

When operating requirements or other needs cannot be met during regular working hours, employees may be required to work overtime hours. When possible, advance notification of these mandatory assignments will be provided. All overtime work must receive the Director's prior authorization.

Overtime compensation is paid to all nonexempt employees in accordance with federal and state wage and hour restrictions. Overtime pay is based on actual hours worked. Time off on sick leave, vacation leave, holidays, personal leave or any leave of absence will not be considered hours worked for purposes of performing overtime calculations.

#### **4.4 Pay Days**

All employees are paid every two weeks on Tuesday. Each paycheck will include earnings for all work performed through the end of the previous payroll period.

In the event that a regularly scheduled payday falls on a day off, such as a holiday, employees will be paid on the day before the day off or the first day of work following the regularly scheduled payday. If a regular payday falls during an employee's vacation, the employee's paycheck will be available the day before vacation or upon his or her return from vacation.

Employees may have their pay directly deposited into their bank accounts if they provide advance written authorization to the Cooperative. Employees will receive an itemized statement of wages when the Cooperative makes direct deposits.

#### **4.5 Pay Deductions**

The Cooperative is required by law to make deductions from an employee's paycheck, for such items as federal and state income taxes and Social Security taxes as well as other required items. The employees pay stub will reflect all deductions.

#### **4.6 Payroll Errors**

If an employee discovers an error in his/her paycheck, he/she shall report it immediately to the Director so necessary adjustments can be made.

Improper deductions from salaries of exempt employees are not to be made. If you believe that an improper deduction has been made, immediately report this information to the Director. This report should be made in writing and immediately after the deduction has been made. Reports of improper deductions will be promptly investigated. If it is determined that an improper deduction has occurred, you will be promptly reimbursed for any improper deduction that was made.

#### **4.7 Business Travel Expenses**

The Cooperative will reimburse employees for reasonable business travel expenses incurred while on assignments away from the normal work location. In general, costs for meals while on assignment within the local area will not be reimbursed, unless the meal is part of a business function.

All business travel outside of the Cooperative service area must be approved, in advance, by the Director. Employees whose travel plans have been approved are responsible for making their own travel arrangements.

When such business travel has been approved, the actual costs of travel, meals, lodging, and other expenses directly related to accomplishing business travel objectives will be reimbursed by the Cooperative. Employees are expected to limit expenses to reasonable amounts. No reimbursement shall be made for alcoholic beverages.



Cash advances to cover reasonable anticipated expenses may be made to employees, after the business travel has been approved. Employees should submit a written request to the Director when travel advances are needed.

When business travel is completed, employees should submit the completed expense reimbursement request within seven (7) days to the Director. Expense reimbursement requests should be accompanied by receipts for all individual expenses.

Employees should contact the Director for guidance and assistance on procedures related to travel arrangements, travel advances, expense requests, reimbursement for specific expenses, or any other business travel issues.

Abuse of this business travel expenses policy, including but not limited to falsifying expense reports to reflect costs not incurred by the employee, are grounds for disciplinary action, up to and including termination of employment.

Employees who are required to use their personal vehicle on Cooperative business will be compensated for mileage at the current rate authorized by the Internal Revenue Service.

#### **4.8 Reimbursement for Business Expenses**

The Cooperative will reimburse employees for business expenses that are reasonable, necessary and comply with IRS guidelines for deductibility as a business expense. Employee's must submit written requests for reimbursement and provide receipts for each expense.

## **5. EMPLOYEE BENEFITS**

### **5.1 Insurance and Benefit Plans**

The Cooperative reserves the right to allocate its resources in the most efficient manner. Thus, it reserves the right to alter or terminate the available insurance coverages or benefit plans, including, but not limited to insurance providers and coverage levels, at any time in its sole discretion as permitted by law and according to the benefit plan or policy involved. The terms of the benefits will be controlled by the plan description or insurance policy. The Cooperative may provide employees the following group insurance coverages and benefits, subject to the eligibility criteria of the individual plans or policies:

- Health Insurance
- Dental Insurance
- Vision Care Insurance
- Long Term Disability Insurance
- Deferred Compensation Plan
- Pension Plan

The insurance benefits that are listed above are described in greater detail in the respective insurance policies and summary plan descriptions which will be supplied separately.

Unless stated otherwise in an insurance policy, your, and if applicable, your eligible spouse's and eligible dependent's insurance coverages terminate at midnight on the date on which you terminate employment with the Cooperative or your hours are reduced to an ineligible status.

Any membership changes, additions, deletions, name changes, etc. must be reported in writing to the Cooperative Director immediately to ensure appropriate coverage. This is the responsibility of the employee.

### **5.2 Workers' Compensation**

The Cooperative provides workers' disability compensation insurance at no cost to its employees. In the event of a work-related injury or condition, workers' disability compensation insurance may provide wage-loss benefits. An employee who has a work-related injury or illness must immediately report such illness or injury to the Cooperative Director, so that a report may be filed with the Cooperative's insurance provider.

The Cooperative may require a medical release prior to allowing an employee to return to work. The Cooperative may require that the employee submit to necessary medical evaluation by a doctor selected by the Cooperative or its insurance carrier.

### **5.3 Holidays**

The Cooperative will grant holiday time off to all eligible employees for the holidays listed below:

- New Year's Day (January 1)
- Memorial Day (last Monday in May)
- Independence Day (July 4)
- Labor Day (first Monday in September)
- Thanksgiving (fourth Thursday in November)
- Day after Thanksgiving
- Christmas Eve (December 24)
- Christmas (December 25)

The Cooperative will grant paid holiday time off to all eligible employees immediately upon assignment to an eligible employment classification. Pay for holiday time off will be calculated based on the employee's straight-time hourly rate pay as of the date of the holiday times the percentage of full-time equivalency worked in the employee's regular schedule. Eligible employee classification(s):

- Regular full-time employees
- Regular part-time employees
- Part-time employees

A recognized holiday that falls on a Saturday will generally be observed on the preceding Friday. A recognized holiday that falls on a Sunday will generally be observed on the following Monday, at the discretion of the Director.

To be eligible for holiday pay an employee must be an employee on the day of the holiday and must have worked on the last scheduled work day immediately preceding and immediately following the holiday unless he or she was on authorized vacation leave or sick leave.

If a recognized holiday falls during an eligible employee's paid absence (such as vacation or sick leave), holiday pay will be provided instead of the paid time off benefit that would otherwise have applied.

Holiday pay will not be awarded while an employee is on unpaid leave.

If eligible nonexempt employees are scheduled to work on a recognized holiday when the Cooperative is closed, such employees will receive wages at one and one-half times their straight-time rate for the hours worked on the holiday.

Paid time off for holidays will not be counted as hours worked for purposes of determining overtime.

#### **5.4 Vacation**

Vacation time off with pay is available to eligible employees to provide opportunities for rest, relaxation, and personal pursuits.

Vacation time will be awarded on an annual basis each January based on the previous year's hours worked. Vacation time will not be accrued during months that an employee is on unpaid leave.

Employees in the following employment classification(s) are eligible to earn and use vacation time as described in this policy:

- Regular full-time employees
- Regular part-time employees
- Part-time employees

**REGULAR FULL-TIME EMPLOYEES** - The amount of paid vacation time earned by regular full-time employees each year is based on the years of service of the employee as well as their position classification:

- **Non-managerial positions:** Upon initial eligibility, the employee earns vacation time at the rate of ten (10) vacation days per year. After completing five (5) full calendar years, the employee will receive one (1) additional day of vacation for each full calendar year of service up to a maximum of twenty (20) vacation days per year.
- **Managerial Positions:** Upon initial eligibility, the employee earns vacation time at the rate of 15 vacation days per year. After completing five (5) full calendar years, the employee will receive one (1) additional day of vacation for each full calendar year of service up to a maximum of twenty (20) vacation days per year.
- **Director:** To be set by the Cooperative Board.

**REGULAR PART-TIME AND PART-TIME EMPLOYEES** - Regular part-time and part-time employees receive hours of vacation time annually, which is pro-rated based upon the percentage of full-time equivalency regularly scheduled to work.

A "full calendar year" is defined as continuous active employment from January through December, with no significant period or periods of unpaid leave.

Vacation will be accrued based on regularly scheduled hours of work and will be awarded every calendar year on January 1 for the coming year. Employees begin to earn vacation time in the first full calendar month of their employment.

Vacation time off must be approved in advance by the employee's supervisor. To request vacation time, the employee must complete and submit the proper request to his or her supervisor. Requests will be reviewed based on a number of factors, including business needs and staffing requirements.

When determining a work week for hourly employees, total hours submitted, including leave time off cannot exceed 40 hours.

Vacation time off is paid at the employee's base pay rate at the time of vacation. It does not include overtime or any special forms of compensation such as incentives, commissions, bonuses, or shift differentials.

In the event that available vacation is not used by the end of a calendar year, except in the first year of employment if hired after June 30, employees may carry unused time forward as follows:

- Regular full-time employees – 40 hours
- Regular part-time employees – 30 hours
- Part-time employees – 20 hours

Any hours above this amount must be used or forfeited by December 31, midnight.

Upon termination of employment, employees will be paid for unused vacation time that has been earned through the last full calendar month of employment.

Paid time off for vacation will not be counted as hours worked for the purpose of determining overtime.

## **5.5 Personal Days**

The Cooperative will grant paid personal days off to all eligible employees immediately upon assignment to an eligible employment classification ranges. Pay for personal day time off will be calculated based on the employee's straight-time hourly pay rate at the time of use. Eligible employee classification(s):

- Regular full-time employees – 5 days (40 hours)
- Regular part-time employees – 3 days (24 hours)

- Part-time employees – 2 days (16 hours)

Personal Days will be awarded each calendar year and must be used in that calendar year.

Employees who begin employment after the commencement of a calendar year will receive personal time pro-rated based on the date of hire and on the first day of the first full calendar month of employment.

Employees who resign or are terminated will not receive payment for unused personal time. Personal days must be scheduled with the prior approval of the employee's manager.

When determining a work week for hourly employees, total hours submitted, including leave time off cannot exceed 40 hours.

Paid time off for personal days will not be counted as hours worked for purposes of determining overtime.

## 5.6 Sick Days

THE COOPERATIVE provides paid sick leave benefits to all eligible employees for periods of temporary absence due to illnesses or non-work related injuries. Eligible employee classification(s):

- Regular full-time employees
- Regular part-time employees
- Part-time employees

Eligible regular full-time employees will accrue sick leave benefits at the rate of twelve (12) days per year (one (1) day for every full month of service). Eligible regular part-time employees will accrue sick leave benefits on a pro-rated basis, which is pro-rated based upon the percentage of full-time equivalency regularly scheduled to work.

Employees become eligible to accrue sick leave on the first day of the first full calendar month of employment. Sick leave will be accrued on a bi-weekly basis following the bi-weekly period in which it was earned. Sick leave benefits will not be accrued during the time that an employee is on unpaid leave.

Employees can request use of paid sick leave after completing a waiting period of one month from the date they become eligible to accrue sick leave benefits. An eligible employee may use sick leave benefits for an absence due to his or her own illness, injury, or medical appointment, or that of a family member.

Employees will be required to use all accrued vacation and personal days when they run out of sick leave.

Employees who are unable to report to work due to illness or injury should notify their direct supervisor before the scheduled start of their workday if possible. The direct supervisor must also be contacted on each additional day of absence.

If an employee is absent for three or more consecutive days due to illness or injury, a physician's statement verifying the illness or injury and its beginning and expected ending dates may be required. The Cooperative reserves the right to request verification for other sick leave absences of less than three consecutive days and to require such verification as a condition of receiving sick leave benefits.

Sick leave benefits will be calculated based on the employee's base pay rate at the time of absence and will not include any special forms of compensation, such as incentives, commissions, bonuses, or shift differentials.

Unused sick leave benefits will be allowed to accumulate up to a maximum of one-hundred- thirty (130) days.

Sick leave benefits are intended solely to provide income protection in the event of illness, injury, or medical appointments, and may not be used for any other absence.

Unused accumulated sick leave will be paid to employees who retire (age fifty-five (55) or older) with ten (10) years or more of continuous service, up to a maximum of ninety (90) days at the rate of one dollar (\$1.00) per day times the years of continuous service

Refer to Section 306 Workers' Compensation of the Employee Handbook for use of sick leave during state mandated waiting period for work related injuries.

Sick leave will not be counted as hours worked for the purpose of determining overtime.

## **5.7 Donated Paid Sick Leave/Vacation**

The Cooperative recognizes that employees may have a family medical emergency resulting in a need for additional time off in excess of their available paid sick leave and vacation time. To address this need, all eligible employees will be allowed to donate accrued paid sick or vacation hours from their unused balance to their co-workers in need of additional paid time off, in accordance with the policy outlined below. This policy is strictly voluntary.

### Eligibility

Employees must be employed with the Cooperative for a minimum of one year to be eligible to donate and/or receive donated sick leave/vacation.

### Guidelines

To request donated leave, an employee, or the employee's immediate family member, must have a medical emergency. Medical emergency means a medical condition of the employee or an immediate family member that will require the prolonged/extended absence of the employee

from duty and will result in a substantial loss of income to the employee due to the exhaustion of all paid leave available. An immediate family member is defined as a spouse, child or parent.

The Cooperative will screen each requests for these

criteria. Donation of Sick/Personal Time

- The donation of paid sick leave/vacation time is strictly voluntary.
- Donated paid sick leave/vacation time will go into a leave bank for use by eligible recipients.
- Recipient identity will not be disclosed to donating employees.
- The donation of paid sick leave/vacation time is on an hourly basis, without regard to the dollar value of the donated or used leave.
- The minimum number of paid sick leave/vacation hours that an eligible employee may donate is 4 hours per calendar year; the maximum is no more than 50 percent of the employee's current balance.
- Employees cannot borrow against future paid sick leave/vacation time to donate.
- Employees will be given the opportunity to donate paid sick leave/vacation time annually during benefits open enrollment. The donated paid sick leave/vacation time will be transferred from the donor to the leave pool on December 31st.
- Employees who are currently on an approved leave of absence cannot donate paid sick leave/vacation time.

Requesting Donated Sick/Personal Time

Employees who would like to request donated paid sick leave/vacation time are required to complete a Donation of Paid Sick Leave/Vacation Time Request Form and submit it to the Director.

Requests for donations of paid sick leave/vacation time must be approved by The Cooperative Director.

If the recipient employee has available paid sick leave/vacation time in his or her balance, this time will be used prior to any donated paid sick leave/vacation time. Donated paid sick leave/vacation time may only be used for time off related to the approved request.

Employees who receive donated paid sick leave/vacation time may receive no more than 480 hours (12 weeks) within a rolling 12-month period.

Recipients of donated time may not "cash out" the donated time under any circumstances.



Nothing in this policy will be construed to limit or extend the maximum allowable absence under the Family and Medical Leave Act.

### **5.8 Family Medical Leave Act**

While the Cooperative is an employer covered by the FMLA, unless and until an employee works at a location where the Cooperative has at least 50 employees within 75 miles, the employee will not be eligible for FMLA leave.

To be eligible for leave under the Family and Medical Leave Act (“FMLA”), an employee must:

- Work for an employer covered by the FMLA.
- Worked for the employer for at least 12 months.
- Had at least 1,250 hours of service for the employer during the 12 month period immediately preceding the leave; and
- Work at a location where the employer has at least 50 employees within 75 miles.

### **5.9 Jury Duty**

The Cooperative encourages employees to fulfill their civic responsibilities by serving jury duty when required. Employees who have completed a minimum of two (2) calendar months of service in an eligible classification may request up to two (2) weeks of paid jury duty leave over any one (1) year period.

Jury duty pay will be calculated on the employee’s base pay rate times the number of hours the employee would otherwise have worked on the day of absence. Employee classifications that qualify for paid jury duty leave are:

- Regular full-time employees
- Regular part-time employees
- Part-time employees

If employees are required to serve jury duty beyond the period of paid jury duty leave, they may use any available paid time off from sick time, vacation time, personal time or may request an unpaid jury duty leave of absence.

Employees must show the jury duty summons to their Manager immediately so that the Manager may make arrangements to accommodate their absence. Employees are expected to report for work whenever the court schedule permits.

Either the Cooperative or the employee may request an excuse from jury duty if, in the judgment of the Cooperative, the employee’s absence would create serious operational difficulties.

In order to receive their regular pay, employees must assign to the Cooperative all remuneration received for Jury Duty during the same period.

## 5.10 Military Service

The Cooperative is committed to protecting the job rights of employees absent on military leave. In accordance with federal and state law, it is the Cooperative's policy that no employee or prospective employee will be subjected to any form of discrimination on the basis of that person's membership in or obligation to perform service for any of the Uniformed Services of the United States. Specifically, no person will be denied employment, reemployment, promotion or other benefit of employment on the basis of such membership. Furthermore, no person will be subjected to retaliation or adverse employment action because such person has exercised his or her rights under applicable law or Cooperative policy. If any employee believes that he or she has been subjected to discrimination in violation of Cooperative policy, the employee should immediately contact his or her immediate Manager or the Cooperative Director.

Employees taking part in a variety of military duties are eligible for benefits under this policy. Such military duties include leaves of absence taken by members of the uniformed services, including Reservists and National Guard members, for training, periods of active military service and funeral honors duty, as well as time spent being examined to determine fitness to perform such service. Subject to certain exceptions under the applicable laws, these benefits are generally limited to five years of leave of absence.

Employees requesting leave for military duty should contact the Cooperative Director to request leave as soon as they are aware of the need for leave. For request forms and detailed information on eligibility, employee rights while on leave and job restoration upon completion of leave, contact the Cooperative Director.

## 5.11 Bereavement Leave

Employees who wish to take time off due to the death of an immediate family member should notify their supervisor immediately.

Up to two (2) scheduled workdays of paid bereavement leave will be provided to eligible employees in the following classification(s):

- Regular full-time employees

- Regular part-time employees

- Part-time employees

Bereavement pay is calculated based on the base pay rate at the time of absence.

Bereavement leave will normally be granted unless there are unusual business needs or staffing requirements. Employees may, with their supervisor's approval, use any available paid leave for additional time off as necessary.

The Cooperative defines “immediate family” as the employee’s spouse, parent, child, sibling, grandparent or grandchild; the employee’s spouse’s parent, child, or sibling; the employee’s child’s spouse.

### **5.12 Maternity and Parental Leave**

Unpaid maternity leave may be granted to women with pregnancy related conditions and for new mothers to recover from childbirth. To be eligible for maternity leave, the individual must be a regular full-time or regular part-time employee who has successfully completed the probationary period. Accrued but unused vacation and sick days run concurrently with maternity leave.

Parental leave is granted to both men and women for use in caring for new children, including birth and adoption. To be eligible for parental leave, the individual must be a regular full-time or regular part-time employee who has successfully completed the probationary period. Parental leave must be arranged upon advance notice and may be granted for up to six weeks. Accrued but unused vacation and sick days run concurrently with parental leave.

### **5.13 Leave of Absence**

The Cooperative may in its sole discretion grant written requests for leaves of absence without pay. Employees must use all accrued paid leave before using unpaid leave.

Employees may request a leave of absence only after having completed six (6) full calendar months of service.

A leave of absence may be granted for a period of up to a maximum of eight (8) weeks within any twelve (12) month period. If this initial period of absence proves insufficient, consideration will be given to a written request for a single extension of no more than 8 weeks.

Requests for a leave of absence will be evaluated based on a number of factors, including anticipated workload requirements and staffing considerations during the proposed period of absence.

Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during the leave of absence.

When a leave of absence ends, every reasonable effort will be made to return the employee to the same position, if it is available, or to a similar open and available position for which the employee is qualified. However, the Cooperative cannot guarantee reinstatement in all cases.

If an employee fails to report to work promptly at the expiration of the approved leave of absence period, the Cooperative will assume the employee has resigned.

### **5.14 Employee Assistance Program**

The Cooperative cares about the health and well-being of its employees and recognizes that a variety of personal problems can disrupt their personal and work lives. While many employees

solve their problems either on their own or with the help of family and friends, sometimes employees need professional assistance and advice.

Through the Employee Assistance Program (EAP), the Cooperative provides confidential access to professional counseling services for help in confronting such personal problems as alcohol and other substance abuse, marital and family difficulties, financial or legal troubles, and emotional distress. Information given to the EAP counselor may be released only if requested by you in writing, or if there is a potential of injury to others. Personal information concerning employee participation in the EAP is maintained in a confidential manner. No information related to an employee's participation in the program is entered into the Personnel file. There is no cost for employees to consult with an EAP counselor.

For additional information please contact the Finance and Human Resources Assistant.

### **5.15 Training Courses**

The Cooperative may provide training courses to all eligible employees immediately upon assignment to an eligible employment classification. To maintain eligibility employees must remain on the active payroll and be performing their job satisfactorily through completion of each course. The Cooperative has the sole discretion to determine whether a course relates to an employee's current job duties or a foreseeable-future position. Employees should contact their Manager for more information or questions about training courses.

## **6. EMPLOYMENT PRACTICES**

### **6.1 Attendance and Punctuality**

To maintain a productive and efficient work environment, the Cooperative expects employees to be reliable and punctual in reporting for scheduled work. Every employee has an obligation to his fellow employees and to the Cooperative to be at work on all scheduled days and to report to work on time. Absenteeism and tardiness are disruptive and burdensome on fellow employees and adversely affects the ability of the Cooperative to service member libraries. Where an employee cannot avoid being late to work or absent from work as scheduled, he or she should notify his or her Manager as soon as possible in advance of the time scheduled to work. The employee must notify his or her Manager on each day that he or she is unable to report to work.

Employees who fail to report to work or contact their Manager for three (3) consecutive workdays shall be considered to have abandoned the job without notice, effective at the end of their normal shift on the third day.

Failure to comply with this policy may lead to disciplinary action, up to and including termination of employment.

### **6.2 Breaks for Breastfeeding Mothers Policy**

Employees will be provided a reasonable break time to express breast milk for her nursing child during the first year of the child's life, unless it would impose an undue hardship on the Cooperative. If the break is 15 minutes or less, it will be paid. Please contact the Cooperative Director for the location where this should occur. The location will not be a bathroom, and will be shielded from view and free from intrusion from coworkers and the public.

### **6.3 Conflicts of Interest**

The Cooperative expects its employees to conduct business according to the highest ethical standards of conduct and to devote their best efforts to the Cooperative. Employees owe a duty of loyalty to the Cooperative and, as such, are expected to conduct business so as to avoid actual and potential conflicts of interest. An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of the Cooperative's business dealings. It is imperative that they disclose to the Director immediately the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties. Contact the Director for more information or questions about conflicts of interest.

### **6.4 Cooperative Property**

Employees are responsible for all the Cooperative property, materials, keys, keycards, security codes, or written information issued to them or in their possession or control. Employees must return all the Cooperative property immediately upon request or upon termination of employment. Where permitted by applicable laws, the Cooperative may withhold from the

employee's check or final paycheck the cost of any items that are not returned when required. The Cooperative may also take all action deemed appropriate to recover or protect its property.

### **6.5 Criminal Background Checks**

Any personnel offered employment will be subject to a criminal background check. The Cooperative will pay the cost of the criminal background check.

The Cooperative will not automatically exclude an applicant based upon a criminal conviction. If an otherwise qualified applicant has been convicted of a crime, then the Cooperative will notify the applicant that the screening process has detected a criminal conviction. The Cooperative will give the applicant an opportunity to explain the facts and circumstances surrounding the conviction, and why the conviction should not exclude the applicant from the desired position. In deciding whether to exclude the applicant, the Cooperative will consider (a) the dangers of the specific criminal conduct, (b) the nature of and risks associated with the particular job position, and (c) the time elapsed from the time of conviction. The Cooperative may exclude the applicant if the exclusion is related to the job and consistent with business necessity.

### **6.6 Immigration Law Compliance**

In accordance with the Immigration Reform and Control Act of 1986 (IRCA), the Cooperative only employs individuals who are legally authorized to work in the United States. Furthermore, the Cooperative does not continue to employ any individual whose legal right to work in the United States has been terminated.

CIS Form I-9 is used to verify your identity and employment eligibility. You must complete the employee section of Form I-9 and provide the required documentation supporting your identity and employment eligibility before you may begin working.

### **6.7 Layoffs**

Layoffs may occur whenever it is necessary to reduce the workforce for any reason, or when a particular position or job function is no longer required.

For each position to be eliminated or to be cut back, the most recently-hired employee in that position shall be laid-off first; provided, however, that the employees retained are, in the opinion of the Cooperative, qualified to do the available work. Temporary employees shall be laid-off before newly hired employees, and newly hired employees shall be laid-off before regular employees.

Whenever possible, any employee laid-off shall be given two weeks' notice prior to layoff, although it may not be possible for the Cooperative to provide such notice in all circumstances.

Employees laid off shall be held in a layoff pool for possible recall. That recall period will not exceed one year.

## 6.8 Misconduct

The Cooperative expects its employees to observe rules for safe and proper conduct. Depending on the circumstances surrounding the inappropriate conduct, an employee will be subject to disciplinary action as described in the handbook. The Cooperative reserves complete discretion regarding the imposition of disciplinary action based on its assessment of the circumstances surrounding the inappropriate conduct. Moreover, nothing stated in this policy is intended to or will modify an employee's status as an at will employee. The Cooperative retains the right to bypass its discipline policy and discharge an employee, with or without cause, and with or without advance notice.

To ensure orderly operations and provide the best possible work environment, the Cooperative expects employees to follow rules of conduct that will protect the interests and safety of all employees, other persons and the Cooperative.

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. As such, the following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment:

- Theft or inappropriate removal or possession of property
- Falsification of timekeeping or other employer records
- Violation of the Substance Abuse Policy
- Fighting or threatening violence in the workplace
- Boisterous or disruptive activity in the workplace
- Negligence or improper conduct leading to damage of employer-owned or customer-owned property
- Insubordination or other disrespectful conduct
- Violation of safety or health rules
- Sexual or other unlawful or unwelcome harassment, or discrimination
- Excessive absenteeism or any absence without notice
- Unauthorized absence from work station during the workday
- Unauthorized use of telephones, mail system, or other employer-owned equipment
- Violation of personnel policies
- Unsatisfactory performance or conduct

## **6.9 Nepotism**

For purposes of this policy, a “relative” is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

Relatives of current employees may not be hired into or occupy a position that will be working directly for or supervising their relative. If a relative relationship is established after employment between employees who are in a reporting situation, as described above, it is the responsibility and obligation of the Manager involved in the relationship to disclose the existence of the relationship to the Director. The concerned individuals will be provided the opportunity to decide who is to be transferred to another available position, or if no position is available, which employee will quit. The transfer shall not result in a promotion or pay grade increase, nor take precedence over any other employee’s entitlement or opportunity for the position, without the express approval of the Director. If that decision is not made within 30 calendar days, the Director will decide who is to be transferred or, if necessary, terminated from employment.

In a case where a conflict or the potential for conflict arises between co-employees because of their relative relationship, even if there is no line of authority or reporting involved, the employees may be separated by reassignment or terminated from employment.

The Director also reserves the right to take prompt action if an actual or potential conflict of interest arises involving relatives or individuals involved in a dating relationship who occupy positions at any level (higher or lower) in the same line of authority that may affect the review of employment decisions.

Finally, employees in a close personal relationship should refrain from public workplace displays of affection or excessive personal conversation.

## **6.10 Outside Employment**

Employees may be employed outside the Cooperative and hold outside jobs as long as they meet the performance standards of their job with the Cooperative. All employees will be judged by the same performance standards and will be subject to the Cooperative’s scheduling demands, regardless of any existing outside work requirements.

If the Cooperative, in its sole discretion, determines that an employee’s outside work interferes with his or her performance or ability to meet the requirements of his or her employment at the Cooperative, as they are modified from time to time, the employee may be asked to terminate the outside employment in order to continue his or her employment with the Cooperative.

Outside employment that constitutes a conflict of interest is prohibited. Employees may not receive any income or material gain from individuals outside the Cooperative for materials produced or service rendered while performing their jobs.



### **6.11 Patron Records**

It is the policy of the Cooperative to preserve the privacy of patron records in the Cooperative database to the fullest extent permitted by law. To that end, the patron records in the Cooperative database shall be released or disclosed only as provided for herein.

The Cooperative staff shall not release library records to any person other than the patron named in the record (i.e. the library cardholder). The Michigan Library Privacy Act prohibits disclosure to all third parties, except as provided in MCL 397.603(2), disclosure to the person liable for payment for or return of the materials identified in the record.

### **6.12 Performance Evaluations**

Managers and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Formal performance evaluations are conducted at the end of an employee's introductory (initial and/or secondary) period in any new position, and thereafter by the end of the fiscal year. Formal performance evaluations are conducted to provide both Managers and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

### **6.13 Personal Appearance / Dress Code**

Cleanliness and good personal hygiene are expected of all employees, and it is required that staff dress in neat, clean, and appropriate clothing. Employees must dress in clothing suitable to their position. Our staff and the services provided are professional in nature. Therefore, choices in clothing and footwear must reflect the professional standard set and expected by the Cooperative.

No dress code can cover all contingencies relating to an employee's personal appearance. Therefore, employees must exert a certain amount of judgment in their choice of clothing to wear to work. If you experience uncertainty about acceptable attire for work, please ask the Cooperative Director.

Examples of unacceptable attire include, but are not limited to:

- Excessively short skirts, dresses, or shorts, see-through or low-cut tops
- Sweat pants, sweatshirts, or jogging suits
- Jeans may not be faded, torn or ragged
- Cropped tops, tube tops, tank tops, halter tops, etc. Shirts must be long enough to tuck in or cover the waistline.
- Torn, worn or frayed clothing

Jewelry should be in good taste, with limited visible body piercing. Also, remember that some people are allergic to chemicals in perfumes and make-up so wear these substances with restraint.

If clothing fails to meet these standards, as determined by the Cooperative Director, the employee will be asked to wear the inappropriate item to work again. If the problem persists, the employee may be sent home to change clothes and will receive a verbal warning for the first offense. Disciplinary action will be applied if dress code violations continue.

#### **6.14 Purchasing Policy**

Unless specific authorization is delegated to a Manager, all purchases on behalf of the Cooperative must be approved by the Director. All purchases must fully conform to all the Cooperative Board policies.

#### **6.15 References**

Any response to a request for reference information for a current or former employee will be limited to the following information, unless the employee requests, in writing, that additional information be provided:

- Current or last position;
- Job duties in current or last position;
- Dates of employment; and
- Current or final hourly rate or salary.

No employee other than the Cooperative Director or someone specifically designated by the Director is authorized to respond to reference requests.

#### **6.16 Remote Work**

Employees are permitted to work from home (WFH) occasionally or regularly, depending on a number of factors and the arrangements they've made with their manager. Working from home is a privilege that may be revoked at any time. The Cooperative may request that an employee be present in the office at any time (regardless of scheduled WFH time) or deny a request to work from home based on business needs, employee performance, or viability of doing the work from home. To be eligible to WFH, an employee must have access to reliable internet and a space that is free from excessive noise or distraction.

Employees must submit their remote work request to their Manager and notify appropriate team members. Requests for recurring or extended WFH arrangements will be considered after 3 months of employment, or in the case of a public health emergency.

Employees wishing to request additional remote workdays in any given workweek are required to speak with their manager in advance for approval. If approved, the employee must submit their request to their Manager and notify appropriate team members.

When working from home employees must:

- Work their full, typical schedule
- Attend all meetings in a virtual capacity
- Achieve the same level of production as in the office
- Maintain equivalent availability for colleague and patron communication, Manager questions, etc.
- Be available online and by phone for the duration of their usual workday, minus breaks and rest periods
- Respond promptly to communication via messaging app, email, and phone
- Take all required break and rest periods, as if they were in the office
- Communicate consistently regarding their workload and status (break, lunch, working on a project, etc.)
- Follow all Cooperative procedures and policies
- Follow the Cooperative's Substance Abuse Policy

If an employee has Cooperative property at the employee's remote work site, upon completion of the remote work assignment, the employees must return all Cooperative property to the Cooperative.

### **6.17 Resignation and Retirement**

Resignation and retirement is a voluntary act initiated by the employee to terminate employment with the Cooperative. Although advance notice is not required, the Cooperative suggests at least two (2) weeks' written notice of resignation or retirement prior to an employee's departure.

If a resigning employee does not provide advance notice as requested, the employee will be considered ineligible for rehire.

### **6.18 Rest and Meal Periods**

Each workday, nonexempt employees are encouraged to take a break period of fifteen (15) minutes in length for each four (4) hours worked. To the extent possible, break periods should be taken in the middle of work periods. Since this time is counted and paid as time worked, employees must not be absent from their workstations beyond the allotted break period time. Generally employees should not leave the work site during the break period without prior permission of their Manager.

Employees may be provided with one unpaid meal period each workday, depending on their particular schedule. Managers will schedule meal periods to accommodate operating requirements. Employees will be relieved of all active responsibilities and restrictions during meal periods and will not be compensated for their meal period. If an employee is required to perform any substantial work during the meal period, he or she should notify the Manager and request to record the time as worked time. The Manager may extend the lunch period, authorize overtime, or allow the employee to leave early to compensate.

Employees may not skip their meal period to leave work early without the prior approval of their Manager. Because break periods are paid time, no overtime or additional compensation will be awarded if an employee is required to work through a break period. Likewise, employees may not skip their break period to leave work early.

Employees who fail to comply with this policy may be subject to discipline, up to and including termination of employment.

### **6.19 Solicitation**

In order to promote a productive and harmonious work environment, oral solicitation and distribution of written or printed literature is restricted as follows. For purposes of this policy, "working time" means periods when you are responsible for performing assigned job duties, but does not include scheduled break or meal periods. "Work areas" include all areas in which job duties are performed, but does not include break rooms or restrooms.

Oral solicitation by employees is prohibited when either the employee soliciting or the employee being solicited is on working time. Distribution by employees of written or printed literature of any kind is prohibited at all times in work areas and at all times when either the employee distributing or the employee receiving the written or printed literature is on working time. Oral solicitation or distribution of written or printed literature to vendors and customers is prohibited at all times. Oral solicitation or the distribution of written or printed literature on the Cooperative property by non-employees is prohibited.

## 7. **HEALTH AND SAFETY**

### 7.1 **Substance Abuse Policy**

Substance abuse poses a serious risk to other employees and The Cooperative. So, for a safe and efficient workplace, the Cooperative will strictly enforce the following rules:

1. No employee will possess, distribute, use illegal prohibited drugs on Cooperative property, while on Cooperative business, or during working hours, including rest and meal periods.
2. No employee will have alcohol in their system while on Cooperative property, or while on Cooperative business.
3. No employee shall be impaired by legal prohibited drugs, nor shall any employee have in their bodily system illegal prohibited drugs while on Cooperative property, while on Cooperative business, while on job sites, or during working hours, including rest and meal periods.

“Illegal prohibited drugs” are substances that are illegal to sell or possess or that are used contrary to direction or prescription. “Legal prohibited drugs” are any prescription or non-prescription drugs or substances that may adversely affect working ability.

If the Cooperative has reason to believe that an employee may have alcohol or illegal prohibited drugs in their system, or may be impaired by legal prohibited drugs, the Cooperative, at its discretion, may require the employee to submit to breath, urine or blood testing to determine the presence of the drugs or alcohol.

Employees will be required to immediately report to the testing site. Refusal to immediately submit to testing or refusal to provide a viable or valid specimen will be considered to be a failure to cooperate.

A violation of this policy or a failure to cooperate will result in disciplinary action up to and including discharge from employment and could also be referred for prosecution.

### 7.2 **Safety and Work-Related Injuries**

The Cooperative is committed to protecting the safety and health of every employee, but maintaining a safe and healthy working environment requires every employee to comply with all established safety rules. Every employee is responsible to assist the Cooperative in establishing and maintaining a safe working environment. Employees are also expected to report any condition that may be unsafe or unhealthy to the Cooperative Director.

Employees should immediately report any injury they suffer while working to their immediate manager, who must complete an incident and injury report.

### **7.3 Fitness for Duty**

Any time your physical or mental conditions or conduct raises a question about your ability to safely and efficiently perform your job, you may be required to have a medical examination (including drug and/or alcohol screening tests). The results of such an examination will be reviewed to determine if you should be returned to work (with or without accommodation). The Cooperative will keep the results of any such physical or mental examination confidential and not as part of your regular personnel file.

### **7.4 Emergency Closing**

At times, emergencies such as severe weather, fires, or power failures can disrupt Cooperative operations. In extreme cases, these circumstances may require closing the Cooperative.

When operations are officially closed due to emergency conditions, the time off from scheduled work will be paid.

In cases when operations are not officially closed, employees who fail to report for work will not be paid for the time off, even if operations are eventually closed. Employees who wish to absent themselves from work in such situations must request available paid leave time from sick time, vacation time, personal time or may request an unpaid leave from the Director or in his or her absence their designee.

Delivery drivers may use their discretion when deciding whether to cancel some or all of their route due to road conditions after discussing it with their Manager or the Director. If the Cooperative cancels delivery operations after drivers are on the road, drivers must return to the Cooperative work facility as soon as feasible. The Director or Manager will provide instructions regarding alternate work assignments and/or scheduling of work.

### **7.6 Security**

Employees working in the office and those working remotely must ensure the protection of proprietary Cooperative and customer information through use of locking doors, desks, file cabinets, and media storage, regular password maintenance, and any other steps appropriate for the job and the environment. Unless you live alone, for employees working from home,

computers should be locked when you walk away, and other household members should be not allowed access to or use of Cooperative property.

### **7.7 Searches and Inspections**

In order to protect everyone's safety and property, the Cooperative reserves the right to inspect employees' desks, cabinets, briefcases, purses, personal computers, personal motor vehicles, and any other personal belongings brought onto the Cooperative's property if the Cooperative has a reasonable suspicion that an employee engaged in work-related misconduct or that the search is necessary for a non-investigatory work-related purpose. While the Cooperative will attempt to advise the employee at the time of a search or inspection, the Cooperative reserves the right to make any investigation or search without notice to the employee, and in the employee's absence. Employees are expected to cooperate in any search. Failure to cooperate will result in disciplinary action up to and including termination of employment.

### **7.8 Smoking and Tobacco Free Policy**

The use of tobacco products including cigarettes, e-cigarettes and "spit tobacco" is prohibited inside any enclosed indoor area of the Cooperative or member library, and in Cooperative vehicles. Smoking or tobacco use shall be permitted only in designated outdoor smoking areas. All materials used for smoking in the designated smoking area, including cigarette butts and matches, will be extinguished and disposed of in appropriate container. This policy applies equally to all employees, customers, and visitors.

### **7.9 Building Security and Access**

Keys to the Cooperative building, along with disarming codes for the alarm system, will be issued to employees authorized to open the building or to work when the building is closed. Use of these keys and codes shall be strictly limited to authorized purposes. Keys and codes are not to be shared with others, including other employees or other outside persons. Employees must sign for the keys when issued, and return them promptly upon termination of employment.

Delivery personnel will also be provided with keys to the trucks, as well as keys to member libraries that wish to receive delivery when they are closed. Member library keys must be especially well-guarded and all doors must be securely re-locked when departing.

If a key is lost, report it immediately to your manager or the Director.

Employees will be assessed the charges for building lock changes and replacement of keys.

### **7.10 Visitors**

To provide for the safety and security of employees and to protect the Cooperative facilities, only authorized visitors are allowed in the workplace. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

All visitors should enter the Cooperative at the main entrance. Authorized visitors will receive directions or be escorted to their destination. Employees are responsible for the conduct and safety of their visitors.

If an unauthorized individual is observed on the Cooperative premises, employees should immediately notify their Manager or, if necessary, direct the individual to the main entrance.

Unauthorized passengers are not allowed in the Cooperative vehicles. Prior approval must be obtained before transporting individuals who are not involved in official Cooperative business.

### **7.11 Violence or Threatening Behavior**

The Cooperative is committed to preventing workplace violence and to maintaining a safe work environment. All employees, including Managers and temporary employees, should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, "horseplay," or other conduct that may be dangerous or intimidating to others.

Conduct that threatens, intimidates, or coerces another employee, a customer, or a member of the public at any time, including off-duty periods, will not be tolerated. All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to your immediate Manager or any other member of management. This includes threats by employees, as well as threats by customers, vendors, solicitors, or other members of the public. When reporting a threat of violence, you should be as specific and detailed as possible.

All suspicious individuals or activities should also be reported as soon as possible to a Manager. Do not place yourself in peril. If you see or hear a commotion or disturbance near your workstation, do not try to intercede or see what is happening.

### **7.12 Weapons Policy**

The Cooperative prohibits employees from carrying weapons while in the course of their employment. This includes all firearms and air guns (pellet and BB) regardless of whether the employee has a permit to carry a concealed weapon, knives with a sharpened blade of over 3 inches, dirks, daggers, brass knuckles or any other item primarily designed as weapon or intended to be used as a weapon.

In the course of employment includes coming to and leaving from the Cooperative's parking lot at the beginning, during or at the end of the work day; employees may store weapons in their vehicle in the parking lot under the condition of being not visible, securely locked in the vehicle and for firearms unloaded.

### **7.13 Use of Equipment and Vehicles**

Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. When using property, employees are expected to exercise care, to perform required maintenance, and to follow all operating instructions, safety standards, and guidelines.



Please notify the Manager if any equipment, machines, tools, or vehicles appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The Manager can answer any questions about an employee's responsibility for maintenance and care of equipment or vehicles used on the job.

The Cooperative equipment and vehicles are to be used for the Cooperative business, and not for personal use. Incidental personal use should be disclosed and approved by the employee's Manager, (i.e. stopping at the dry cleaners during break time with the Cooperative's vehicle, or making incidental personal copies on the Cooperative copy machine).

The improper, careless, negligent, destructive, or unsafe use or operation of equipment vehicles, as well as excessive or avoidable traffic and parking violations, may result in disciplinary action, up to and including termination of employment.

#### **7.14 Employee Motor Vehicle Operator Standards**

##### STATEMENT OF PURPOSE:

To establish a policy covering minimum standards for the qualification of employees and applicants to operate the Cooperative owned/leased/rented vehicles or the use of a personal vehicle for work-related purposes. Furthermore, to minimize the risk of vehicle accidents by improving the quality of drivers by permitting only those employees with appropriate licenses and acceptable driving records to operate vehicles on behalf of the Cooperative.

##### DEFINITIONS:

- A. A vehicle means any the Cooperative owned/ leased/ rented truck or other similar type vehicles as well as a personal vehicle driven by employees for work-related purposes whether receiving reimbursement for mileage or not.
- B. Habitual violator is an employee or applicant who has accumulated at least six (6) points within the last three (3) year period, has had a DUI or other comparable offenses within the last five (5) year period, or reckless driving within the last three (3) year period.
- C. Preventable and Chargeable Accident is defined as any accident involving a Cooperative owned/leased/rented vehicle which results in property damage and/or personal injury regardless of who was injured, what property was damaged, or where it occurred, in which the driver in question failed to exercise reasonable precaution to prevent the accident as determined by the Director.
- D. Driver is any Cooperative employee or applicant who drives a Cooperative owned/leased/rented vehicle or who drives a personal vehicle for work-related purposes as performed on behalf of the Cooperative.

## PROCEDURES:

- A. All Cooperative employees authorized to operate a Cooperative owned/leased/rented vehicle or personal vehicle for work related purposes and applicants shall be subject to the standards established in this policy.
- B. All employees driving a Cooperative owned/leased/rented vehicle shall have a Michigan chauffeur's license. Failure to maintain the proper license and/or insurability shall be grounds for suspension of the employee's driving privileges and employment action up to and including termination.
- C. Annually in January, an audit of all employees' current driver's license and driving record status shall be performed by the Business Manager through the appropriate state agency and a written report provided to the Director.
- D. All employees who use their personal vehicle for work-related purposes, whether they receive reimbursement for mileage or not, are required to have a valid and appropriate driver license to operate in the State of Michigan. Failure to maintain the proper license shall constitute whether a personal vehicle for work-related purposes is permissible.
- E. Insurance coverage for a personal vehicle used for the Cooperative work-related purposes, whether reimbursement for mileage is requested or not, is required and shall be the responsibility of the employee to provide coverage that carries limits of at least \$300,000 per person and \$300,000 per accident or higher with a personal umbrella for that vehicle. In the case of an accident the employee is responsible for ALL damages and claims to the vehicle and or other property and personal injury to themselves or others. To the extent permitted by law, the Cooperative is not responsible for any damages or resulting claims that are incurred by an employee while utilizing a personal vehicle regardless of who was at fault. Failure to maintain the proper insurance shall restrict use of a personal vehicle for work-related purposes.
- F. A copy of the employee's driver license will be placed in the employee's personal file.
- G. The Business Manager will maintain a file containing driving records and other related information for drivers of the Cooperative owned/leased/rented vehicles.
- H. All applicants applying for a position in which driving is an essential function shall provide a copy of their driver license at the interview.
- I. All applicants applying for employment in a position that requires the employee to drive/operate a Cooperative owned/leased/rented vehicle or use of a personal vehicle for work-related purposes must meet all minimum criteria and driving record requirements set by the Cooperative.
- J. The Cooperative owned/leased/rented vehicles will ONLY be used for work-related purposes. Personal use of the Cooperative owned/leased/rented vehicle is not allowed and is grounds for disciplinary action up to and including termination.

- K. Employees who use their personal vehicle for approved work-related purposes will be reimbursed on a mileage basis at the authorized rate.
- L. Employees who have jobs requiring the driving of a Cooperative owned/leased vehicles or use of a personal vehicle for work-related purposes, shall report any and all traffic convictions, moving violations and/or license suspensions immediately (or next day at work) in writing, whether incurred on or off the job to the Business Manager and Director.
- M. Failure to report traffic convictions, moving violations and/or license suspension; to maintain the required driver's license; and/or to meet minimum driving record criteria will be sufficient grounds for removal from driving and may result in suspension or termination.

APPLICABILITY:

This policy shall apply to:

- A. The Cooperative employees driving Cooperative owned/ leased/ rented vehicles.
- B. The Cooperative employees using their personal vehicle for work-related purposes, regardless of receiving mileage reimbursement or not.
- C. Applicants for positions that require the operation of a Cooperative owned/leased/rented vehicle or use of a personal vehicle for work-related purposes.

GUIDELINES:

- A. Employees and applicants who drive or will be driving Cooperative vehicles shall:
  - Have reached the age of eighteen (18) years.
  - Not be a habitual violator of traffic laws.
  - Shall be able to safely operate a motor vehicle as evidenced by meeting the minimum driving record criteria as established by the Cooperative.
  - Shall be physically qualified to hold a valid Michigan chauffeur's driver license.
  - Must have and retain an active MDOT medical examination certification while employed.
  - Be insurable without increasing premium costs under the Cooperative automobile insurance coverage/program.

In addition applicants must pass a pre-employment driving test that is administered by the Cooperative Business Manager and another employed driver.

- B. Safety belts shall be worn by all operators and passengers at all times in Cooperative owned/leased/rented vehicle or in a personal vehicle being used for work-related purposes.
- C. Smoking in a Cooperative owned/leased/rented vehicle is prohibited.
- D. Smoking on Cooperative grounds during delivery, except in designated areas, is prohibited.
- E. Use of a cell phone, such as texting or talking on a cell phone, drinking or eating while driving or any other activity leading to distracted driving is prohibited in a Cooperative owned/leased/rented vehicle or in a personal vehicle being used for work-related purposes if the vehicle is in gear. Such activity should be performed off the road while parked or when out of the vehicle.
- F. Turn signals and warning signals shall be utilized by all vehicle operators.
- G. The driver of a Cooperative owned/leased/rented vehicle shall be responsible for reporting to the Business Manager (or in their absence the Director) for any service, safety, or maintenance items to correct the vehicle.
- H. Drivers are responsible for the appearance, interior cleanliness and general condition of the Cooperative owned/leased/rented vehicle.
- I. Operators of Cooperative owned/leased/rented vehicles or personal vehicles used for work-related purposes shall obey all traffic and motor vehicle laws.
- J. Parking, moving violations and other fines received while operating a Cooperative owned/leased/rented vehicle or using a personal vehicle for work-related purposes are the responsibility of the operator.

#### EVALUATION CRITERIA – EMPLOYEES/APPLICANTS

- A. The Cooperative will audit and evaluate employee and applicant driving records and driving abilities.
- B. Employees and applicants for positions requiring the operation of a Cooperative owned/leased/rented vehicles shall not be eligible for driving/operating privileges if:
  - Their driver's license is currently under suspension or revocation
  - They are not able to obtain a Michigan chauffeurs license
  - They have received infractions resulting in the accumulation of at least six (6) points within the last three (3) year period , reckless driving within the last three

(3) year period, or accidents in a three (3) year period. A revocation of driving privileges can result in termination of employment should the operation of a motor vehicle be an essential part of employment duties as determined by the Director.

- They are dropped from the Cooperative Vehicle Insurance Coverage/Plan or a surcharge is applied to maintain their coverage.
- They have been convicted of DUI (Driving Under the Influence), DWI (Driving While Intoxicated), or other alcohol or controlled substance related driving offense; their driving record contains a “Hit and Run” or “Failure to stop, render aid and disclose I.D. at the scene of an accident” or manslaughter involving a motor vehicle conviction within the past five (5) years.

Any driver who is convicted of driving under the influence of alcohol or controlled substances, or reckless operation regardless of whether the incident occurs within the scope of employment shall not be permitted to operate a Cooperative owned/leased/rented vehicle or use a personal vehicle for work-related purposes as determined by the Director. Any court-imposed suspension shall result in loss of ability to drive.

EXCEPTION: Action under this section of the policy is predicated on evidence of conviction. An employee who has been charged with an offense listed under this policy but has not been convicted shall not be automatically disqualified from all driving and/or operating privileges.

Pending the outcome of the charge under this section, the affected employee may be allowed to continue to drive Cooperative vehicles following a review of the employee’s over-all work performance and safety record and consultation with the employee by the Director. However, the affected employee may be suspended from driving/operating privileges pending resolution of the charges, at the Director’s discretion. Further, should the Director, based on his/her own investigation conclude that a violation has occurred, suspension of driving privileges and implementation of discipline may be implemented, up to and including discharge.

Should the charge result in a finding of guilty, the affected employee shall be ineligible for driving privileges and may be disciplined up to and including termination.

- C. Employees that operate a Cooperative owned/leased/rented vehicle or use a personal vehicle for work-related purposes while under the influence of alcoholic beverages or controlled substances are subject to immediate termination.
- D. Employees involved in preventable and chargeable accidents while driving a Cooperative owned/lease/rented vehicle or using a personal vehicle for work-related purposes will be subject to discipline up to and including termination which will be determined by the Director.

## **8. EMPLOYMENT RECORDS**

### **8.1 Employee Information Change**

It is extremely important that employees be responsible to keep their personal information current for their employee files. The following list is not all inclusive but does represent the types of changes that employees should report to the Finance and Human Resources Assistant:

- Change of address
- Change of name
- Change of marital status
- Dependent status changes
- Change of phone number
- Requested tax changes

Correct personal information is imperative in order to provide you with timely information regarding your benefits and other important information regarding your employment. Failure to provide the correct personal information on a timely basis could result in delaying time sensitive information.

### **8.2 Social Security Number Privacy Policy**

The Cooperative's goal is to ensure, to the largest extent possible, that employee's social security numbers are maintained confidentially. Employees' social security numbers will not be released to anyone, except as required by law. Employees' social security numbers will be made available internally on a "need-to-know" basis.

More than four sequential digits of a social security number will not be included on any external correspondence, except as required by law, nor will it be publicly displayed in any manner. Social security numbers are not to be used as passwords or identifiers for any the Cooperative computer system. The social security number will not be used in the ordinary course of business except as the Cooperative may determine that it is necessary to verify an individual's identity or to administer employee benefits, such as health insurance. Any documents that include social security numbers that are discarded are to be shredded.

Any violation of this policy will result in discipline up to and including termination of employment.

### **8.3 Personnel Records**

You have the right to examine your personnel records or to obtain a copy of your personnel records upon written request to the Administrative Assistant. If you wish to examine your file, you may do so at a mutually agreeable time. Personnel records are not to be removed from the Cooperative for such examination.

## **9. COMMUNICATIONS POLICY**

### **9.1 Official Cooperative Communications**

If you are authorized by the Cooperative to represent it as an official spokesperson or to represent the official views of the Cooperative, disclose this fact in your communication. Unless authorized to do so by the Cooperative, do not represent yourself as an official spokesperson for the Cooperative or represent your views as the official views of the Cooperative.

### **9.2 Information Systems Policy**

The Cooperative may provide an Information System for use by its employees in performing their assigned duties. The "Information System" may include, but is not limited to, computer hardware, software, communications equipment (such as landline and cell telephones, "smart phones," pagers, external drives, digital cameras, and PDA's), all communications and information communicated thereby, including but not limited to e-mail, voicemail, text messaging, digital photos, GPS locations, and all communications and information transmitted by, received from, entered into, or stored on these systems. You are encouraged to make use of the Information System to communicate regarding matters within the scope of your regular assigned duties, and to acquire information that will help you perform your job more efficiently. The Information System can be a very valuable tool, if used properly. You are required to observe the following Guidelines in using the Information System:

Occasional personal use of the Information System is acceptable, as long as the use does not interfere with your work. Preferably, personal use will take place before and after business hours, and during lunch and approved breaks. The other restrictions in this document remain applicable during those times.

When using the Information System, take care to ensure that all communications and messages are courteous, professional and businesslike.

Always use common sense and discretion in what you transmit over the Information System. You and/or the Cooperative may be held liable for communications of an improper nature. Assume that anything transmitted over the Information System may be intercepted by a third party. Remember that the quality and content of your communications is a reflection on the Cooperative.

Never send strictly confidential messages over the Information System without observing appropriate security precautions approved by the Cooperative Director.

Never use the Information System to create, originate, share or transmit any offensive or harassing statements, images or messages which disparage or discriminate against a person based upon the person's race, color, gender, religion, national origin, creed, disability, height, weight, pregnancy, marital status or age. Accessing or displaying any kind of sexually explicit image or document on the Information System is a violation of the Cooperative's policy on sexual harassment. Do not download or store any such statements, messages, documents or images on

the Information System. If you are the recipient of such content, inform the Cooperative Director.

Never transmit any form of harassment via the Information System whether through language, frequency or size of messages.

Remember that anything transmitted over the Information System, however confidential or potentially embarrassing, may have to be disclosed in court proceedings or investigations by governmental authorities and regulatory bodies.

Users of the Information System must use extreme caution when opening e-mail attachments received from unknown senders, which may contain viruses, worms, e-mail bombs, Trojan horses or other malicious code.

Never download non-text files or unknown messages without scanning them for viruses. Do not install software not supplied by the Cooperative without approval from the Cooperative Director.

Avoid sending trivial messages or unnecessary copies of messages. Remember that sending or receiving files great in size or number consumes valuable Information System resources.

Make hard copies of messages that you need to retain for record keeping purposes. E-mail delivery rates are extremely high, but delivery is not guaranteed.

Software products are intellectual property under copyright law. Copyrighted materials must not be downloaded, copied or transmitted without the author's permission, and purchase of the appropriate user license, if required. Software for which the Cooperative has purchased a license may not be installed on employee owned computers unless specifically purchased for and licensed for that purpose.

The Information System may not be used to send, upload, receive or download trade secrets, proprietary financial information, license agreements, patents or similar materials.

The Information System may not be used in violation of any applicable local, state or federal law.

Security for the Information System and related data is of serious concern to management. As part of maintaining this security, access to the Cooperative computer systems and data from outside the office is extended to only those employees for whom there is a business purpose for such use. There will be specific software provided to allow the connection, and instruction provided in its use. No other access is permitted.

Any data produced and stored on the Information System, whether in electronic, print, or verbal form remains the property of the Cooperative regardless of on or off premises. Employees in possession of the Cooperative data are expected to use due care in protecting it from loss or being shared with anyone not authorized to receive it, either by policy or management direction.



THERE IS NO EXPECTATION OF PRIVACY WITH RESPECT TO ANY INFORMATION ON THE INFORMATION SYSTEM. The Cooperative reserves the right to record and monitor all access to and use of the Information System. By accessing and using the Information System, and as a condition of such use, the Cooperative employees consent to the Cooperative's monitoring, which may include but is not limited to: calculating time spent on the Information System, determining specific internet sites accessed on the Information System, reviewing any communications, images or messages sent, received or stored on the Information System, and keystrokes used on the Information System.

The Cooperative may inspect an employee's use of electronic resources if the Cooperative has a reasonable suspicion that an employee engaged in work-related misconduct or that the search is necessary for a non-investigatory work-related purpose. While the Cooperative will attempt to advise the employee at the time of an inspection, the Cooperative reserves the right to make any inspection without notice to the employee, and in the employee's absence. Employees are expected to cooperate in any inspection.

You must not attempt to interfere with the Cooperative's ability to monitor your use of the Information System by using any unauthorized encryption method, by failing to enter your assigned user identification when logging onto the Information System, or in any other manner. You must keep any and all assigned user identification, access codes or passwords strictly confidential and must not let anyone else use a terminal which you have logged on using such confidential information. Do NOT share your passwords with any other person, including other employees.

Employees are responsible for exercising good judgment regarding the reasonableness of their use of the Cooperative's Information System. If there is any uncertainty, you should consult the Cooperative Director.

Failure to comply with this Information System Policy may be grounds for disciplinary action, up to and including discharge, as provided in the Cooperative's Employment Handbook. In addition, the Cooperative will report any illegal activities to the appropriate law enforcement authorities.

### **9.3 Social Media Policy**

"Social Media" includes all means of communicating or posting information or content of any sort on the Internet, including to your own or someone else's web log or blog, journal or diary, personal web site, social networking or affinity web site, web bulletin board or a chat room, whether or not associated or affiliated with the Cooperative. Common examples of Social Media include but are not limited to Facebook, Twitter, YouTube, Wikipedia, LinkedIn and Instagram.

Employees may not use Social Media for purposes unrelated to their job duties while on work time and in work areas if in the sole discretion of management such use interferes with the employee's job performance.

The Cooperative's Social Media policy applies to you whenever using Social Media, including when you are not at work, not on work time, or using your own personal computer or electronic device.

Do not use the Cooperative email addresses to register on social networks, blogs, or other online tools utilized for personal use.

Before creating online content, consider some of the risks and rewards that are involved. When posting content on social media as a private citizen regarding a matter of public concern, keep in mind that conduct which adversely affects the efficiency of the Cooperative's public service, impairs workplace discipline, or destroys harmony with your co-workers, may result in disciplinary actions up to and including termination.

Ensure that your postings are consistent with the Cooperative's policies which prohibit unlawful discrimination and harassment. Inappropriate postings that include discriminatory remarks, harassment and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action up to and including termination.

Be respectful. Always be fair and courteous to fellow employees, constituents, suppliers or people who work on behalf of the Cooperative. If you decide to post complaints or criticism, do not use statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating, that disparages constituents, employees or suppliers, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, color, gender, religion, national origin, creed, disability, height, weight, pregnancy, marital status or age.

Unless authorized to do so by the Cooperative, never represent yourself as a spokesperson for the Cooperative. If the Cooperative is a subject of the content you are creating, be clear and open about the fact that you are an employee and make clear that your views do not represent those of the Cooperative.

Regardless of any other provision of this policy, the Cooperative's Social Media policy does not prohibit employees from engaging in this kind of activity, nor prohibit any other activity that is protected by the National Labor Relations Act.

Failure to comply with this Social Media Policy may be grounds for disciplinary action, up to and including discharge. In addition, the Cooperative will report any illegal activities to the appropriate law enforcement authorities.

#### **9.4 Personal Calls**

During scheduled work hours, with the exception of approved breaks and lunches, personal telephone calls and personal use of cell/smart phones must not interfere with your job duties.

## 9.5 Photographs

Any photograph, including digital photographs, taken by an employee while on duty or with the Cooperative equipment are the property of the Cooperative and may not be posted, communicated or shared without the written permission of the Cooperative Director. Employees shall not publish photographs of patrons and minors without a written authorization and release of liability from the patron or the minor's parent or legal guardian.

ACKNOWLEDGMENT

- 1) I hereby acknowledge receipt of the Employment Handbook.
- 2) I certify that I have read it in its entirety and understand the policies within it.
- 3) I agree to accept and follow the policies and rules as stated within the Employment Handbook.
- 4) I understand that my employment may be terminated by either party at any time, for any or no reason, with or without notice, except as set forth in the terms of a written Employment Agreement (if any) signed by the President of the Cooperative Board of Trustees.
- 5) I understand that the management of the Cooperative reserves the right to unilaterally change policies, procedures and benefits described in this Employment Handbook at any time through a written statement signed by the Cooperative Board of Trustees.
- 6) I understand that the policies described in this Employment Handbook supersede all previous policies, practices, and oral statements of the Cooperative, its predecessors or its authorized agents.

AGREEMENT

I understand and agree that the Limitation Period below is a binding contract between me and the Cooperative, and that by signing below I am agreeing to abide by the Limitation Period:

Limitation Period: I agree that I must bring any claim, suit, or demand within the following time limits: (1) for lawsuits requiring a Notice of Right to Sue, a Dismissal and Notice of Rights, or similar notice from the Equal Employment Opportunity Commission (EEOC), within 90 days after I receive such notice, or 95 days after the EEOC mailed such notice to me, whichever is shorter; and (2) for all other lawsuits, within 180 days of the event(s) giving rise to the lawsuit, or the time limit specified by statute, whichever is shorter. I waive any time limit to the contrary.

Acknowledged and agreed by,

**EMPLOYEE'S SIGNATURE**

Date: \_\_\_\_\_

\_\_\_\_\_  
Print Name: