

**REGULAR MEETING OF THE BOARD OF TRUSTEES  
DOWNERS GROVE PUBLIC LIBRARY  
NOVEMBER 28, 2012**

**MINUTES**

**1. ROLL CALL**

President DiCola called the meeting to order in the Library Conference Room at 7:30 p.m.  
Trustees Present: Eblen, Greene, Humphreys, Loftus, Read, DiCola.

Also Present: Library Director Rick Ashton, Assistant Director for Support Services Sue O'Brien, Assistant Director for Public Services Bonnie Reid, Public Relations Manager Melissa Doornbos, and Friends of the Library President Joann Hansen.

**2. WELCOME TO VISITORS**

President DiCola welcomed the staff members and Ms. Hansen to the meeting and thanked them for their interest in the Board.

**3. APPROVAL OF MINUTES OF REGULAR MEETING OF OCTOBER 24, 2012**

Trustees reviewed the Minutes of the Regular Meeting of November 14, 2012. It was moved by Greene and seconded by Humphreys THAT the Minutes of the Regular Meeting of November 14, 2012 be approved. Ayes: Eblen, Greene, Humphreys, Loftus, Read, DiCola. Abstentions: None. Nays: none. Motion carried.

**4. APPROVAL OF PAYMENT OF INVOICES AND RELATED FINANCIAL REPORTS**

The Board reviewed the list of invoices submitted for payment. It was moved by Read and seconded by Eblen TO APPROVE payment of operating invoices for November 28, 2012 totaling \$62,659 and credit memos totaling \$158.00. Ayes: Eblen, Greene, Humphreys, Loftus, Read, DiCola. Abstentions: none. Nays: none. Motion carried.

**5. OPPORTUNITY FOR PUBLIC COMMENT ON AGENDA ITEMS**

None.

**6. OPPORTUNITY FOR PUBLIC COMMENT ON OTHER BUSINESS**

None.

## 7. UNFINISHED BUSINESS

- a. Review and approval of proposed changes to personnel policy relating to sick leave and vacation for part-time employees, with policy changes tracked in detail.

Trustees reviewed the proposed changes. It was moved by Read and seconded by Humphreys THAT the proposed changes be approved. Ayes: Eblen, Greene, Humphreys, Loftus, Read, DiCola. Abstentions: none. Nays: none. Motion carried.

- b. Review and approval of Request for Proposal for Architectural Services.

Trustees reviewed the document, including changes suggested by Board members at the November 14 meeting and changes suggested by the Library's attorney. They offered the following additional comments: Loftus thanked Ashton for full inclusion of changes raised in discussion at the earlier meeting. Read commented that the contemplated project will involve expenditure from reserve funds, requiring the Board to focus on policy issues relating to financial reserves. Read also inquired about the role of the architects in the project after completion of design.

It was moved by Loftus and seconded by Read THAT the Request for Proposal be approved and the actions set forth in the document be initiated by staff. Ayes: Eblen, Greene, Humphreys, Loftus, Read, DiCola. Abstentions: none. Nays: none. Motion carried.

## 8. NEW BUSINESS

None

## 9. REPORT OF THE DIRECTOR

Ashton summarized his written report (attached), covering the following topics:

- a. E-Reader Petting Zoo
- b. Downers Grove Reporter Opinion articles
- c. Gingerbread Festival
- d. Other:
  1. The ordinance authorizing refinancing of Library Bonds will be before the Village Council for first reading on December 11. He indicated that he will represent the Library at that time, but that he would be unable to attend for the December 18 final approval. President DiCola volunteered to attend on December 18.

2. The Library Journal 5-star ratings for public libraries have been published for 2012, using a somewhat obscure statistical methodology that does tend to lift up libraries widely regarded as excellent institutions.

#### **10. BOARD MEMBER COMMENTS AND REQUESTS FOR INFORMATION**

During the discussion of the approval of invoices, Trustee Greene raised a question about the development of additional technology support for the work of the Library Board, to accompany the explorations and advancements being undertaken by Library staff. Ashton agreed to investigate and bring back suggestions.

#### **11. ADJOURNMENT**

President DiCola adjourned the meeting at 8:09 p.m.

#### **FOLLOWING ADJOURNMENT, THE BOARD OF THE DOWNERS GROVE PUBLIC LIBRARY FOUNDATION MET**

The Foundation Board discussed fund-raising strategy for 2013 and agreed to focus on the Library Mini Golf event scheduled for April 14.

**DOWNERS GROVE PUBLIC LIBRARY  
NOVEMBER 28, 2012  
AGENDA ITEM 7A**

**PROPOSED CHANGES TO PERSONNEL POLICY RELATING TO SICK LEAVE AND  
VACATION FOR PART-TIME EMPLOYEES**

As requested by the Board at the November 14 meeting, the attached five-page document details all proposed changes from existing policy.

### 3.3.5.2 Sick Leave with Pay

Sick leave with pay is earned at a rate of 7.5 hours per month by full-time employees up to a maximum of 90 hours (12 working days) per workyear. Unused sick days are accumulated up to a maximum of 1,800 hours (240 days).

Part-time employees who have worked at the library least 1,000 hours per workyear for five one years (average of 19.2 hours per week) earn sick leave at the same rate as full-time employees, pro-rated on the actual number of hours worked the previous year. The employee must continue to work at least 1,000 hours per workyear to continue to earn sick leave. Unused sick leave is accumulated up to a maximum of 1,800 hours.

Sick leave may be used only on those days an employee is scheduled to work. Sick leave may be claimed in hourly segments, but sick leave payments shall not exceed the usual number of hours in the employee's scheduled workday or workweek. An employee may not be paid for more sick leave than has been earned.

Sick leave shall be granted to an employee only on approval of the supervisor and for the following reasons:

- Illness (including conditions related to pregnancy or childbirth) or injury of the employee.
- Illness or injury of a member of the employee's immediate family who requires the care and attendance of the employee.
- Medical, dental, or optical examinations for treatment of the employee or a member of the immediate family who requires the care and attendance of the employee.

Unused sick leave is not paid at the time of termination or retirement. IMRF does give retirees credit for unused sick leave in calculating their years of service.

### 3.3.5.3 Leave of Absence

An employee may apply for a leave of absence for a period not to exceed 12 weeks 90 days from the last day worked. The employee must request a leave of absence at least 30 days in advance except in the case of medical emergencies or other extenuating circumstances.

90 day | Leaves of absence will be considered for the following reasons:

#### 1) Family and Medical Leave of Absence (FMLA)

An employee may take up to 12 weeks of 90 days unpaid FMLA leave during any 12 month period upon the birth or adoption of a child, or placement of a foster child; to care

for a member of the immediate family with a serious health condition; or because the employee has a serious health condition and is unable to work. An employee applying for a medical leave must present certification from a physician that the employee is unable to work. Before returning to work from a medical leave of absence, the employee must present certification from a physician that he or she is able to return to work. The employee is permitted to take the 12 week~~90-day~~ leave on a part-time basis, reducing the work day or work week, or on an intermittent basis. If the employee works part-time, the employee's leave is prorated and equal to 12 times the average number of hours the employee works per week.

In the case of catastrophic injury or illness the library Library Board will consider granting up to 12 weeks additional~~-an additional 90-day~~ leave of absence if it appears likely that the employee will be able to return to work at the conclusion of the extended leave.

If at the conclusion of a FMLA leave of absence the employee is unable to return to work or elects not to return, the position will be declared vacant and a replacement employee for the position will be sought.

## 2) Victims' Economic Security and Safety Act (VESSA) Leave

An employee who is a victim of domestic violence, or who has an immediate family member who is a victim of domestic violence, may take up to 12 weeks~~90-days~~ unpaid VESSA leave to:

- Seek medical attention for, or recovery from, physical or psychological injuries;
- Obtain victim services;
- Obtain psychological or other counseling;
- Participate in safety planning, including temporary or permanent relocation or other actions to increase the safety of the victim from future domestic or sexual violence; or
- Seek legal assistance to ensure the health and safety of the victim, including participating in court proceedings related to the violence.

VESSA leave may be taken intermittently or on a reduced work schedule. Employees who work part-time will have their leave prorated, and it will be equal to 12 times the average number of hours the employee works per week.

## 3) Other Types of Leave

An employee may apply for other types of unpaid leave, such as an education leave to attend classes or training courses in subjects related to the employee's current position

and responsibilities in the library.

~~Other types of leaves of absence will be considered on an individual basis. They must be approved in advance by the Library Board of Trustees. The employee should apply in writing to the Library Director for the leave of absence. Such a request must include a statement from the employee's department head verifying that the department's schedule and level of service can be adequately maintained in the employee's absence. With the Library Director's approval the request will be submitted to the Board of Trustees for consideration.~~

~~Requests for leave for periods greater than 90 days will be considered on an individual basis by the Board of Trustees.~~

#### 4) Benefits During a Leave of Absence

~~During an FMLA, VESSA, or other leave of absence, approved by the Library Board, the library will continue to pay the library's share of the cost for health and life insurance if the employee is enrolled in the health plan at the time the request for leave is made.~~

~~With the exception of FMLA leave, beyond 12 weeks 90-days of unpaid leave, an employee who wishes to maintain health benefits will be required to pay the full cost of his or her insurance premiums for the remainder of the leave. The employee's seniority, salary, and grade will be maintained, and the employee's position will be held for him or her.~~

~~The employee on an FMLA or VESSA leave may elect to use accrued paid vacation hours and paid sick hours as part of the leave. In the case of other types of leaves, the employee must use any accrued paid vacation hours as part of the leave. The balance of the leave time will be unpaid.~~

~~The employee will not accrue additional vacation or sick leave benefits during the period of the leave of absence, but vacation and sick leave benefits that were earned and not used prior to or during the leave will be maintained.~~

~~If at the conclusion of any leave of absence the employee is unable to return to work or elects not to return, the position will be declared vacant and a replacement employee for the position will be sought.~~

#### 3.3.5.4 Compassionate Leave

~~Compassionate leave will be granted in the case of the death of a member of the immediate family. Up to 5 days will be granted depending on the circumstances. Hours scheduled during the leave will be paid. If circumstances require additional time off, accrued vacation time must be used or a written request must be submitted to the Library Director who may extend the leave without pay for an additional fifteen working days without pay. Further time off without pay may be granted if authorized by the~~

Board of Trustees. The request must be submitted to the Library Director, who will present it to the Library Board.

### 3.3.5.5 Vacation

Vacation requests are approved by the employee's supervisor. Employee's requests will be met whenever possible, as long as the public service requirements of the department are met. Paid holidays that fall during an employee's vacation period are not counted as part of the employee's vacation allowance.

Employees will be credited with their earned vacation time at the beginning of the calendar year. Should the employee terminate employment before the end of the year, the employee will be required to repay the library for vacation used but not yet earned, prorated on the year. Terminated employees will be paid for any vacation earned but not yet used at the time of separation.

Vacation leave may be claimed in hourly segments, but vacation leave payments shall not exceed the normal scheduled workday or workweek. The equivalent of one week's vacation hours may be carried from one year to the next.

#### Full-time Employees

Full-time librarians and managerial employees receive 150 hours of vacation (four weeks~~20 working days~~) per workyear, at a rate of 12.5 hours per month.

Vacation leave for executive positions (Director, Assistant Director) is individually negotiated in conjunction with the setting of the executive's compensation.

Other fFull-time employees non-librarians earn 75 hours of vacation (two weeks~~10 working days~~) at a rate of 6.5 hours per month for each of the first five years of employment. Full-time non-librarians who have completed five years of consecutive employment earn 112.5 hours of vacation (three weeks~~15 working days~~) per year at a rate of 9.4 hours per month for each workyear thereafter. After ten years of consecutive employment, full-time non-librarians earn 150 hours of vacation (four weeks~~20 working days~~) per year at a rate of 12.5 hours per month for each workyear thereafter.

Full-time employees may begin to use their vacation after two months of employment. Full-time employees may take up to a total of four weeks of vacation per year, combining paid and unpaid time. Should the employee terminate employment before the end of a workyear, the employee will be required to repay the library for vacation used but not yet earned, prorated on the workyear. Terminating employees will be paid for any vacation earned, but not yet used at the time of separation.

If a part-time employee becomes a full-time employee, the number of consecutive years worked as a part-time employee earning vacation will be counted towards the years of service used to determine the number of vacation hours that will be granted to the



employee.

### Part-time Employees

~~Part-time employees who work at least 1,000 hours per workyear (an average of 19.2 hours per week) earn two weeks 10 working days of vacation per year based on the average number of hours worked per week the previous year. Upon completion of five ten consecutive years of work consecutive years of eligibility for paid vacation, part-time employees receive three weeks 15 days of vacation. After ten 15 years of consecutive employment, eligibility for paid vacation, part-time employees earn four weeks 20 working days of vacation per year each workyear thereafter. Part-time employees may take up to a total of four weeks of vacation per year, combining paid and unpaid time, based on the number of hours worked per week the previous year.~~

~~Part-time employees who work less than 1,000 hours per year (19.2 hours per week) and have completed 2 consecutive years of employment will earn 2 working days of vacation per year. After five years of consecutive employment, employees will earn 5 working days of vacation per year. After ten years of consecutive employment, employees will earn 10 working days of vacation per year. Working days of vacation will be based on the average number of hours worked per week the previous year.~~

~~Part-time employees will receive paid vacation may begin using vacation after one year of employment service. During the first year of employment, an employee may take up to four weeks of unpaid vacation, based on the average number of hours the employee was hired to work. Upon termination part-time employees will be paid for vacation earned, but not used.~~

~~All employees who need more than four weeks off during the year must request a leave of absence.~~

~~Vacation leave may be claimed in hourly segments, but vacation leave claims shall not exceed the normal scheduled workday or workweek. The equivalent of one week's vacation hours may be carried from one workyear to the next. In the case of an exceptional circumstance, more than one week's vacation may be carried from one workyear to the next with permission, in advance, from the Library Director.~~

~~Vacation requests are approved by department heads. Employees' requests will be met whenever possible, as long as the public service requirements of the department are met. Paid holidays that fall during an employee's vacation period are not counted as part of the employee's vacation allowance.~~

**DOWNERS GROVE PUBLIC LIBRARY  
NOVEMBER 28, 2012  
AGENDA ITEM 7B**

**REQUEST FOR PROPOSAL FOR ARCHITECTURAL SERVICES**

The attached draft includes changes suggested by Board members at the November 14 meeting, correction of some confusion in the calendar of events, adjustments made by the Library's attorney, and a few additional comments by Dan Loftus.

The Library's attorney suggested that the RFP include the details of the evaluation criteria and selection process as contained in state law. Other changes serve primarily for clarification.

As legally required, the Library will place an advertisement in the Chicago Tribune notice columns.

More extensively, the Library will e-mail the RFP to three groups:

1. All architecture firms that have been previously identified as having a possible interest in the project.
2. All firms listed in the Illinois AIA directory, Chicago chapter, indicating library project experience.
3. All firms listed in the Illinois AIA directory, Northeastern Illinois chapter, indicating that they employ more than one architect.

In addition, the Library will post the RFP on its web site, making it available to anyone visiting the site.

DOWNERS GROVE PUBLIC LIBRARY

REQUEST FOR PROPOSALS

FOR ARCHITECTURAL SERVICES

DRAFT 3

NOVEMBER 21, 2012

The Downers Grove Public Library invites qualified architecture firms to make proposals for the provision of professional services in connection with the interior rearrangement and renovation of the Downers Grove Public Library building. Proposals are due to be submitted to the Downers Grove Public Library, 1050 Curtiss Street, Downers Grove, Illinois 60515, Attention: Rick J. Ashton, Director, by 5:00 p.m., Central Standard Time, on January 18, 2013. Further submission details are provided below.

QUALIFICATIONS BASED SELECTION

The selection process will be conducted in accordance with the provisions of the Illinois Local Government Professional Services Selection Act (50 ILCS 510/0.01 et seq.).

A. Written Proposals

The Library Board will review and evaluate the written responses to the Request for Proposals and will take into account qualifications, ability of professional personnel, past record and experience, performance data on file, willingness to meet time requirements, location, workload of the firm and other evaluation criteria identified in this RFP. The Library Board will select three firms to proceed to the oral interview stage.

B. Oral Interview

Each of the selected firms will participate in a detailed oral interview with the Library Board. The Library Board will rank the three firms in order of qualification by evaluating the written

responses to the RFP and oral responses received during the interview process. The top-ranked firm will be invited to proceed to the negotiation stage.

### C. Negotiation of Contract

The Library Board will negotiate with the top-ranked firm to secure a contract for fair and reasonable compensation based on the estimated value, scope, complexity and professional nature of the services required. Should agreement not be reached, negotiations will proceed with the second-ranked, and, if necessary, the third-ranked firm.

### CLIENT

The Downers Grove Public Library is a Village Library under Illinois law, governed by a six-member Board of Trustees appointed by the Village Council of the Village of Downers Grove. The Library Board has full legal authority for all aspects of the Library's operations, including the building. The 48,000 residents of Downers Grove borrow about one million items per year from a well-used collection of about 300,000 books and other items, generating high levels of in-person and internet traffic. A growing array of electronic and digital services and devices is offered. About 25 full-time and 90 part-time staff provide service on a 7-day, 72-hour per week schedule. In June 2012 the Library Board approved a Strategic Plan that provides overall direction to the work of the organization, including the effort to make the library building an attractive destination that supports and enhances the full range of contemporary public library services. The Strategic Plan is available at <http://www.downersgrovelibrary.org/plan.pdf>.

### EXISTING BUILDING

The Library has occupied its present site at 1050 Curtiss Street in downtown Downers Grove for more than a century. The present building is the fourth iteration on the site, completed in 1999. It occupies about 67,000 square feet on two floors, encompassing and expanding

portions of its 1977 predecessor. The building has been well-maintained but shows the effects of thirteen years of heavy public use. Some updating to systems, finishes, and layout has occurred, but much of the building is in its original 1999 state.

## PROJECT DESCRIPTION

The Library intends to upgrade, rearrange, and refresh the building to meet contemporary and emerging service patterns and needs. Changes in customer use, technology, ergonomics, accessibility, and functionality require changes in the building. Straightforward design improvements are not expected to require major construction. Appearance and finish upgrades and furniture and fixture improvements will be the primary means of accomplishing project goals. Evaluation and updating of building systems and elements will be part of the project. The Library expects to remain open to the public throughout the project, with the understanding that certain services may be interrupted or limited at times.

### **Potential improvements:**

- Updated north and south entrances with new materials, signage, lighting, and welcoming features.
- Updated interior communications and display features, including signage, fixtures, casework, and electronic display.
- Updated and refreshed restrooms.
- Redesigned service desks and staff work areas, featuring contemporary stations for self-checkout and staff assistance based on RFID circulation and materials-handling technology.

- Revised arrangement of library collections and services for children, teens, and adults including computers, seating areas, group study and meeting areas, and staff work spaces.
- Possible creation of a media lab and/or enclosed teen space.
- Updated lighting and ceiling configurations.
- Surveillance equipment.
- New carpet and other flooring.
- Paint and wall coverings.
- Improved art gallery and presentation of art collection throughout the building.
- Upgrades for full contemporary ADA compliance.
- Updated window coverings.
- Improvements in energy efficiency and green building design.

A key component of the work will be the use of creative design to minimize major construction. The Library Board and staff expect to collaborate actively with the architect, especially in the programming phase and in the review and approval of recommendations. Depending on the ultimate scope and complexity of the project, the Library may engage additional professional assistance for project management.

#### SCOPE OF SERVICES

**Condition assessment.** The architect will perform a thorough evaluation of existing systems and recommend needed repairs and upgrades.

**Programming.** The architect will collaborate with the Library to confirm current space use and determine future requirements. Some public participation may be invited.

**Design.** The architect will provide schematic design, design development, and construction documents for Library approval and public bidding. Cost estimates will be required at each phase of design.

**Construction oversight.** The architect will work with Library staff and any other involved professionals to complete the project. Plans for phasing of work, organization of construction in an occupied building, and coordination of contractors, subcontractors, and suppliers will be critical.

## BUDGET

The maximum amount of funds available for completion of the project, including all construction, purchasing, professional services, and other costs, totals approximately \$1,800,000, to be expended in 2013 and 2014. No borrowing or major capital fund-raising is anticipated.

## PROPOSALS

Firms submitting proposals shall include prescribed information in the prescribed format. Proposals shall not exceed 25 single-sided 8 ½ x 11 inch pages, including all attachments.

Proposals shall be organized as follows:

### **I. Cover Letter** (not included in specified page limit)

Firms may provide a cover letter not to exceed two pages summarizing their team experience, approach, and other information relevant to this project.

### **II. Qualifications**

#### **A. Basic Information**

1. Firm name
2. Contact name
3. Company address
4. Company telephone number
5. Contact e-mail address

**B. Firm Profile**

1. Founding date
2. Brief history
3. Ownership and corporate structure
4. Number of architects and other personnel

C. Additional Professional Specialties. If professional services other than the architectural services provided by the firm are required, the proposal shall identify any subconsultants and their duties.

**D. Personnel**

1. Firm principals
2. One-page resumes of key personnel assigned to the project, including information on licensing, certifications, awards, professional affiliations, relevant experience, and role proposed.
3. Organizational chart of the project team.

**III. Experience and Performance History**

A. Description of 5 relevant projects completed or in progress in last 5 years

B. Project approach

1. Description of the firm's understanding and approach to the work of the project, including a timeline for completion in 18 to 24 months

C. Current workload

1. List of all projects with current status and expected completion date
2. Commitments of key personnel
3. Capacity to add proposed Downers Grove Public Library project to workload

D. Problem history

1. Detailed description of any assignment the proposing firm has ever failed to complete
2. List and description of any judgments, claims, arbitration proceedings, or lawsuits pending or filed against the proposing firm or its officers
3. List and description of any lawsuits or arbitration requests filed by the proposing firm within the past five years



E. References

1. Three reference contacts, including name, address, telephone number, and e-mail address for similar projects completed or in progress, including identification of the relevant project

F. Supplemental information

1. Any other pertinent information relevant to the proposed project

SUBMITTALS

Firms making proposals shall submit one original and six copies of the full proposal, in paper form, and one electronic version of the proposal, in CD, DVD, or flash drive form, in a sealed envelope clearly marked "Architectural Services Proposal" by 5:00 p.m., Central Standard Time, on January 18, 2013, to attention of:

Rick J. Ashton, Director  
Downers Grove Public Library  
1050 Curtiss Street  
Downers Grove IL 60515

Late proposals will not be accepted. Proposals will not be opened in public. Proposal information will be kept confidential until an award is made. All questions regarding the project or the process shall be submitted by e-mail to a special e-mail address:

[architectrfp@dglibrary.org](mailto:architectrfp@dglibrary.org). Questions must be received on or before January 8, 2013.

Responses to all questions will be issued by e-mail on or before January 11, 2013.

## SCHEDULE OF EVENTS

- Advertisement December 3, 2012
- Electronic distribution of RFP December 10, 2012
- Mandatory pre-proposal conference at the Downers Grove Public Library January 3, 2013
- Deadline for receipt of written questions January 8
- Issuance of written response to questions January 11
- Proposal submission deadline January 18
- Initial evaluation of responses January 23
- Short-listing February 13
- Interviews February 14-18
- Selection February 27
- Negotiation and approval of contract completed March 31
- Architects begin work April 1
- Construction begins Autumn 2013
- Project completion Summer 2014

DOWNERS GROVE PUBLIC LIBRARY  
NOVEMBER 28, 2012  
AGENDA ITEM 9

REPORT OF THE DIRECTOR

- a. E-reader Petting Zoo. On December 4 from 5 to 8 p.m. and on December 9 from 1 to 3 p.m., Library staff will offer a “petting zoo” with various e-reader devices. Participants will be able to try out devices, compare their features and performance, and get helpful selection and use information. As in a real petting zoo, there will be very little danger of getting bitten by the animals.
- b. Downers Grove Reporter opinion articles. The Downers Grove Reporter has offered the Library an opportunity to write occasional opinion pieces for the paper, as part of their general effort to add more community voices to the newspaper. We are tentatively scheduled for pieces to be published mid-December and mid-January, for starters. This should be an excellent way to extend the Library’s message to the community.
- c. Gingerbread Festival. By the time of the Board meeting, this month-long Downtown Downers Grove promotional program will be well underway. Key Library events are the Gingerbread Story Time on Friday November 23, presented by Library staff, and the play, “Gingerbread Man for Christmas,” presented in the Library Meeting Room in four 30-minute performances on Sunday November 25 by the Herrick Middle School Drama Club. The Gingerbread Man Hunt will go on at the Library throughout December.
- d. Other. The e-book marketplace continues to become more complicated. Random House and Penguin have announced corporate merger plans that may affect their sales to libraries, and 3M has entered the market with a cloud-based distribution system that may eventually provide serious competition for the present dominant vendor, OverDrive. DGPL will continue, sometimes in partnership with other libraries, sometimes independently, to try to develop a positive, useful strategy for participation in this dimension of library service.