

LIBRARY BOARD OF TRUSTEES July 28, 2022 Iowa City Public Library 2nd Floor – Boardroom Regular Meeting - 5:00 pm

Carol Kirsch - President Tom Rocklin - Vice President DJ Johnk - Secretary Noa Kim Claire Matthews Robin Paetzold John Raeburn Hannah Shultz Dan Stevenson

- 1. Call Meeting to Order.
- 2. Approval of July 28, 2022 Board Meeting Agenda.
- 3. Public Discussion.

4. Items to be Discussed.

- A. Library Board of Trustees Annual Report. Comment: The draft FY22 Board Annual Report is included for review and approval. Board action required.
- FY22 Strategic Plan Review.
 Comment: This is a regularly scheduled agenda item. Board action not required.
- Policy Review: 101 Bylaws.
 Comment: This is a regularly scheduled agenda item. The proposed changes in the bylaws shall be submitted ten (10) days prior to the meeting for their consideration. Board action required in August.
- D. Policy Review: Bereavement.
 Comment: The City of Iowa City implemented a new bereavement benefit for permanent staff.
 Board action required.

If you will need disability-related accommodations in order to participate in this meeting, please contact Jen Miller, Iowa City Public Library, at 319-887-6003 or jennifer-miller @icpl.org. Early requests are strongly encouraged to allow sufficient time to meet your access needs.

E. Board Recognition Dinner Discussion. Comment: Historically the Board has met annually in August. Board action not required.

5. Staff Reports.

- A. Director's Report.
- B. Departmental Reports: Adult Services, Community & Access Services.
- C. Development Office Report.
- D. Miscellaneous.

6. President's Report.

7. Announcements from Members.

8. Committee Reports.

A. Foundation Members. The FY23 Memorandum of Understanding between the Friends Foundation Board of Directors and the Iowa City Public Library Board of Trustees.

9. Communications.

10. Consent Agenda.

- A. Approve Minutes of the Library Board of Trustees June 23, 2022 Regular Meeting.
- B. Approve Disbursements for June, 2022.

11. Set Agenda Order for July Meeting.

12. Adjournment.



Iowa City Public Library – Board of Trustee Meetings Agenda Items and Order Schedule

FY23

JULY 28, 2022	AUGUST 25, 2022	SEPTEMBER 22, 2022
Library Board of Trustees Annual Report	4 th Quarter Annual Statistics & Financials	Budget Discussion
Strategic Plan Review	Departmental Reports: CH, CLS, IT	Policy Review: 401 Finance Policy (AD)
Policy Review: 101 Bylaws (BOT/AD)	Policy Review: 101 Bylaws (BOT/AD)	Policy Review: 801 Circulation and Library Card Policy
<i>Policy Review: Bereavement (City)</i> Board Dinner Discussion	Form Committee - Finance Special Events: Summer Reading Program Ends 8/14	(CAS) Departmental Reports: AS, CAS
Departmental Reports: AS, CAS		
MOA – ICPLFF/ICPL OCTOBER 27, 2022	NOVEMBER 17, 2022	DECEMBER 15, 2022
Budget Discussion	Appoint Committee – Director's Evaluation	Policy Review: 802 Confidentiality and Privacy
1 st Quarter Statistics and Financials - Review	Policy Review: 601 Collection Development	Departmental Reports: CH, CLS, IT
Departmental Reports: CH, CLS, IT	Departmental Reports: AS, CAS	Special Events: Staff InService 12/9
Special Events: Homecoming Parade		
JANUARY 26, 2023	FEBRUARY 23, 2022	March 23, 2023
Strategic Planning Update	Director's Evaluation	Dept Reports: AS, CAS
2 nd Quarter Goals/Statistics Financials – Review	Appoint Nominating Committee	
Policy Review: 703 Recording and	Set Calendar for Next Fiscal Year	
Streaming Policy (IT)	Dept Reports: CH, CLS, IT	
Departmental Reports: AS, CAS		



LIBRARY BOARD OF TRUSTEES

GENERAL RESPONSIBILITIES

The Iowa City Public Library Board of Trustees is a semi-autonomous body of nine persons empowered by state law and city ordinance to act as the governing body of the Library.

The Board's specific list of legal responsibilities includes:

- Determine the goals and objectives of the Library in order to plan and carry out library services.
- Determine and adopt written policies to govern all aspects of the operation of the Library.
- Prepare an annual budget and have exclusive control of monies appropriated by City Council, earned income; monies secured through service contracts with Johnson County, University Heights, Hills, and Lone Tree; monies given to the Library through gifts, bequests, grants, or awards.
- Employing a competent staff to administer its policies and carry out its programs.

The Board is an arm of City Government with members appointed by, and its principal operating funds approved by, Iowa City Council. The Board seeks, at all times, to work in harmony with City area policies that are not in conflict with its statutory powers.

ACCOMPLISHMENTS FOR FISCAL YEAR 2022

- 1. Voted and approved going fine free on all library collections.
- 2. Crafted and distributed a statement in support of Intellectual Freedom on behalf of the Library Board of Trustees.
- 3. Advocated for the replacement of the Ped Mall stairs to ensure the safety of all patrons.
- 4. Signed and approved the Iowa City Public Library's accreditation.
- 5. Celebrated the 125th Anniversary of the Iowa City Public Library.
- 6. Welcomed and oriented three new Board members.
- 7. Kept abreast of current State of Iowa legislature that had potential to impact library work.
- 8. Set the FY23 Building Calendar.
- 9. Supported the Iowa City UNESCO City of Literature; The Iowa City Book Festival and One Book Two Book.
- 10. Formed a committee to evaluate the Library Director and held a closed session evaluation.
- 11. Approved all library expenditures and NOBU budget requests.
- 12. Reviewed and updated the following policies:
 - a. 103 Membership in Community & Professional Organizations
 - b. 501 Authority for Administration of Personnel Policies for Library Employees

- c. 502 General Library Personnel
- d. 503 Administrative & Confidential Employee Benefits
- e. 505 Volunteers
- f. 601 Collection Development
- g. 801 Circulation & Library Card
- h. 806 Meeting Room & Lobby Use
- i. 813 Unattended Children
- j. 814 Library Copyright
- k. 817 Alcohol in the Library

ACCOMPLISHMENTS RELATED TO COVID-19

- 1. Returned to in person Board meetings.
- 2. Resumed pre-COVID library hours and reopened the library building to patrons.
- 3. Established new ways for the library and community to communicate by recording Iowa City Public Library Board of Trustees meetings.

GOALS FOR FISCAL YEAR 2023

- 1. Develop, adopt, and support a new Strategic Plan that represents the Iowa City Community and its needs.
- 2. Complete the goals of the current Strategic Plan.
- 3. Ensure all employees, volunteers, board members, and donors are ready to uphold the work of the Iowa City Public Library Friends Foundation and Iowa City Public Library as we welcome a new Development Director.
- 4. Develop a plan of annual reporting to the City of Iowa City and Johnson County Board of Supervisors.
- 5. Examine and revise Library Board policies on a three-year review cycle.

Board Members:

Carol Kirsch, President Tom Rocklin, Vice President Derek Johnk, Secretary Kellee Forkenbrock Daniel Keranen Noa Kim Claire Matthews Robin Paetzold John Raeburn Hannah Shultz Dan Stevenson



To: Library Board

From: Elsworth Carman

Date: July 28, 2022

Re: Strategic Plan Two-Year Update (FY23 First Quarter Report)

I am pleased to present a two-year update to ICPL's Strategic Plan, which was implemented in July, 2020.

We are now two years into our three-year strategic plan. This plan asked staff to think and work differently than previous plans, both because it was the first plan developed under my leadership and because it was crafted during the early stages of the COVID-19 pandemic.

The last Strategic Plan update to the Board was a Quarter 3 update, provided at the April (2022) Board meeting. The items from that report have been added to the document provided here.

All updated tactics are shaded, which should make them easier to identify. Unshaded tactics have been reported in previous updates.

Objectives	Tactics	End of Year Report	
1. Meet current and anticipate future community needs with intentionally-collected input from the community,	Create staff "survey committee" to make regular inquiries about staff morale and needs related to PPE and other protective measures.	Staff committee developed and analyzed three surveys. Responses were integrated in reopening procedures.	Unshaded tactics have been previously reported.
library staff, public librarianship trends, adjacent professional fields, and other sources of inspiration.	Plan and compete World Films reclassification.	Collection Services completed the reclassification of our collection of films on DVD in other languages to "World Film." We previously used the film industry term "foreign film" in our cataloging, labeling, and shelving for this collection. This collection contains over 1,200 items, covering 67 different languages.	Shaded tactics have been update or added since the last report.
	Add Adventure Pass program to library offerings.	In response to patron requests, the Iowa Libraries Adventure Pass program was introduced to patrons in June, 2022. Resident cardholders can check out a free day pass to cultural attractions and museums in Iowa, including the African-American Museum of Iowa, Blank Park Zoo, <u>Figge</u> Art Museum, and the Science Center of Iowa.	

I am proud of the work this update reflects. As we enter the final year of this plan, it is exciting to see the progress that has been made, and energizing to see how much work remains. I am consistently amazed by the work staff produce, and have been impressed by the way many staff have embraced this plan and worked hard to align their daily projects and tasks with our shared goals and objectives, even when this takes intentionality and effort.

ICPL Strategic Plan Two-Year Update: July 2022

GOAL 1: Recovery and Renewal following the COVID-19 Closure		
Objectives	Tactics	End of Year Report
1. Reimagine ICPL in the community: Evaluate the services we offer and the ways we offer them.	Create a schedule for public-facing surveys focused on service delivery as we "reopen" to get direct input from patrons, including online, in- person, and mailed collection tools.	Multiple online surveys were done related to library services during the design and implementation of our phased reopening.
	Create a programming schedule with internal and external partners to identify areas of overlap and/or gaps	Successfully reached out to Prelude, Insight, Hope House, and the Senior Center to promote a variety of services including At Home, Deposit Collection, library card registration and app/tech support.
in programming.	in programming.	Established a shared, internal partner spreadsheet for better internal communication. This tool helps each department identify and narrow service gaps in the community.
		Programming departments began meeting with other City departments monthly to discuss possible collaboration and overlap.
		The Public Relations team has been expanded to include department Coordinators, who attend monthly meetings and contribute to marketing decisions, initiatives, and priorities. Coordinators then report back to their departments as appropriate.
	Retire old catalog.	On March 1, 2022, we retired the old catalog. Several improvements were made to the new catalog. Users can now filter their searches by what is currently available at the library or on order. Book reviews and excerpts were added to assist readers in selecting materials. The reading history option was given an

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		overhaul; patrons can now search, sort, filter, and export their reading history information.
	Add ways for patrons to explore the collection from home by building out digital browsing options.	Monthly featured collections are listed on the home page of our website. A new "Browse the Shelves" page was introduced in October, 2020, providing digital versions of recently returned shelves, new shelf, and a "surprise me" feature, offering a randomly-generated title. Instructional posts on how to use the catalog as a browsing tool were featured on the new web page.
	Increase bookmobile activity by 20% by adding Fridays to regular schedule.	The Bookmobile formerly operated on a Monday-Thursday daytime schedule, with the exception of specially scheduled community events (festivals, parades, etc.). After evaluating the community reach of the Bookmobile, the schedule has been extended to include Fridays, which allows for several new stops in lesser- served areas of the community. This change was made without increasing staff, and the effects of the additional service hours have an impact across the library. This impact is being evaluated along with the benefits of expanded services.
2. Identify carry-over goals from third and fourth quarters of FY20 strategic plan to FY21 plan; create new timeline for completion.	Plan for changes to general availability of compact discs and DVDs.	A new streaming service, hoopla, was introduced in December, 2021. The service offers music, movies, television, comics, eBooks, and audiobooks, widening the library's digital catalog significantly. Patrons can check out up to 8 titles per month. Statistics for physical audiovisual materials are currently being monitored.
	Offer an interactive online readers' advisory service.	Project completed. A Staff Picksfor You, a personalized reading service was launched in July, 2021. Patrons fill out a form indicating their reading interests and staff provide recommendations and place holds (if requested).

Introduce new catalog to the public.	Our new catalog was introduced to the public in October, 2021. Developed in-house by ICPL staff using VuFind open-source software, the catalog provides more flexibility and allows us to adapt to our community's needs. The old catalog, Encore, was retired in March, 2022. Improvements to the new catalog were also implemented, including search result filtering by availability and on order, inclusion of book reviews and excerpts, and an overhaul of the reading history option, providing more usability to patrons.
Migrate Digital History Project (DHP) content to new content management system.	A new content management system was developed using Islandora, an open-source software framework. We are currently migrating existing DHP collections to the new system. A public facing website design was drafted with outlines for improved patron browsing and searching of collections. A new public website will be introduced in FY23.
Plan and produce the Library's 125 th anniversary celebration.	Community-wide activities including installation of 40 Pole Banners downtown July-October, 2021, featuring significant lowa City anniversaries and the Big Grove 'Brary Birthday Bash. The Big Grove event featured live music (including a special rendition of "Happy Birthday" by Mayor Bruce Teague), games, food, the Bookmobile, and a library birthday cake.
	New anniversary Library Card designs have been made available throughout the community.
	A series of blog posts highlighting important events and people in ICPL's history (from 1897 to the present) were added to our website throughout the celebration.
Explore circulation support offered away from the Help Desk and expand and/or provide training as needed.	Adult Services, Community Access Services, and Children's Services staff have been providing more extensive patron account support since working remotely in March, 2020. A RFID pad was installed at the Info Desk in 2021, allowing staff to check materials

		out from the desk. Training documents were created for staff unfamiliar with the circulation processes, with more extensive in- person training offered in FY22. The Help Desk, Circulation, and Payment procedures were updated and expanded to document changes and introduced as a training tool for new Clerks and Pages. Bookmobile and Circulation procedures were similarly updated and expanded. These documents are available in the (internal) Shared File and are scheduled to be reviewed every 2-3 years.
	Consider extending no fines to all collections.	Permanently expanding "fine free" to include all ICPL collections was included in the library's annual department budget presentation to Council on January 8, 2022, and identified by City of lowa City Administration as a recommended change to the FY23 budget.
		The Library Board unanimously voted to amend Policy 801: Circulation and Library Card Policy to remove fines on non- Children's and YA collections as a permanent measure at its February 24, 2022 meeting.
3. Prioritize public health and safety in designing and delivering library services.	Compete a detailed reopening/phase document that identifies benchmarks and transition information for moving through the phases of reopening after the COVID-19 closure.	Initial draft completed and used through September 2020; second draft presented at November, 2020 Board Meeting and used through April, 2021. Final draft, reflective of variants, completed in May, 2021.
	Adapt selection and management of collection in response to changing	Shifted FY21 collection budget to meet patron demand for digital collections; revised print standing order plans; offered new digital collections, including LinkedIn Learning, Creative Bug, and more

	patron demand and needs during pandemic.	digital magazines and newspapers. Digital collection use increased by 9.5% in FY21.
	Continue to review and edit "ICPL service guidelines" that reflect best practices in COVID safety while also allowing active service to the community.	"Phasing" document replaced with general guidelines, which were then recrafted into a model focused on staffing levels.
	Determine ways to provide low contact printing.	Staff reviewed mobile print features/limitations on a spreadsheet created to compare different software products.
		Identified preferred vendor and received quote for installation of new computer management and printing software as well as print release payment hardware for FY23 installation.
4. Assess and implement improved internal networks for	Purchase Microsoft Teams; provide training to all staff.	Project completed. Staff from all departments are using Teams for multiple projects.
individual, departmental, and group/team communication.	Try different times and participation options for "all staff" meetings.	Scheduled "all staff" Zoom meetings at various times to see what worked best for the staff during C19 closure. Continued to offer virtual participation in "all staff" meetings through FY22.
	Identify communication gaps and needs throughout organization.	Worked with external trainer to identify areas for improvement in communication and communication expectations.
	Create a staff committee to address internal communication.	A cross-departmental committee was formed to determine and define the role of existing communication tools, how these tools should be used, and best practices for internal communication.
		The committee will create a finalized plan for Inservice Day 2022.

GOAL 2: Focus on Community Aspirations		
Objectives	Tactics	End of Year Report
1. By FY2022, dedicate at least 30% of resources allocated to programming, outreach, and collections to services for and with BIPOC.	Conduct a diversity audit of teen and children's fiction collections.	An audit of print materials was conducted using software from Ingram, a library vendor. Results show that our collections (adult, children's, and young adult) are close in comparison to other peer public libraries. We have a list of areas to focus on and improve. We are also looking at ways to continually monitor collection changes and progress using in-house methods.
	Establish weekly in-person and streaming bilingual Storytimes in Chinese and Spanish	Two new Storytimes have been developed for young patrons and their caretakers. Each week, bilingual Spanish/English and Chinese/English Storytime sessions are presented by Children's Room staff. These—and all other Storytime—offerings were live streamed until the building was fully reopened after the COVID-19 closure, so they could be enjoyed remotely, and are open to the public for onsite attendance.
	Maintain the Read Woke Reading Program for all age groups to participate in.	We continue to run this as a passive reading program on our website, offer multiple related online book lists, and distribute promotional bookmarks in the library.
	Create, develop, and evaluate tools to track resources spent on programming, outreach, and collections for and with BIPOC.	A new purchasing infrastructure/project code was created to track FY22 expenditures, which will allow us to accurately code expenditures.
		Departments began actively tracking spending in FY22.
		In Collection Services, selectors tracked purchases of new print items that met diversity audit parameters. Titles were identified at point of order and staff relied on publisher information and trade reviews. Items attained through purchase suggestions and duplicates were not included. Only 12% of new title purchases met the parameters; young adult and children's materials either met or

		exceeded the goal. We are reviewing our initial results to compare them with other identification methods (such as catalog record subject headings).
2. Identify and address human resources and employment-related barriers to establishing a workplace that reflects the	Update list of posting locations for all positions with special emphasis on nontraditional posting sites in areas around the community.	Expanded our physical and online posting locations, starting with the PR Specialist and Coordinator of Administrative Services positions; this practice will continue with open positions.
community.	Reevaluate balance of professional and volunteer experience and educational accomplishments in candidate selection.	Worked with City HR to craft new language around "relevant experience" in position descriptions and posting language. Adjusted minimum requirements and preferences for open Library Clerk position Explored options of alternative requirements to ALA-Accredited MLIS degree for select Hourly Librarian positions.
3. Establish new ways for the community and library to communicate, including web-based, in-person, and postal mail options.	Implement new ways for patrons to communicate with library staff and administration.	Introduced virtual readers' advisory option, text access to library director, remote printing, ways to "browse the stacks" virtually, established welcome desk in library lobby. "Director Access Hours" instituted; Library Director spends one hour every week engaging with patrons in the Lobby and/or Gallery area of the library.

	Introduce volunteer-staffed "Welcome Desk" on first floor.	Currently evaluating first Welcome Desk model.
4. Create a programming infrastructure for community-led, library- funded programs, with an emphasis on historically underrepresented, marginalized, and historically oppressed populations.	Partner with other community organizations to offer high profile, popular author programs in an accessible, low-barrier format (Local Libraries LIT [Listen, Initiate, Talk]).	The second season of Local Libraries LIT online programs attracted hundreds of people in November, January and March, 2022. The programs featured award winning writers sharing their diverse experiences, such as being a first-generation US college student who was born to Cuban immigrants. The popular programs were free thanks to support from a grant, donations, and sponsorships from the seven public libraries in Johnson County, the University of Iowa Libraries, and Kirkwood Community College Library.
	Create internal plan for community-led programming series for late FY22/early FY23 focused on amplifying the voices of BIPOC community members.	Project postponed until FY23.
5. Review select policies, procedures, and practices with community representatives focusing on restorative justice.	Evaluate and modify cataloging practices.	To reduce bias in classification, a staff committee identified specific parts of the children's collection as an initial reclassification project. In FY21, major reclassification projects included the holiday, folklore, and fairy tale sections in the Children's Room were completed.
	Adopted Juneteenth as a library holiday.	City of lowa City and AFSCME adopted agreement; Hours of Service (812) and AFSCME contract amended to reflect changes to holidays.

6. Seek alternatives to calling the police for violations of the Library Use Policy.	Use Inservice Day, FY21 to provide learning opportunities and training related to this goal.	A virtual Inservice Day to discuss this topic was held on February 26, 2021. Pre-recorded videos with community partners and agencies were shared with staff. Brainstorming sessions with staff evaluating the Library Use Policy (809) and Ban and Bar Guidelines were held.
	Connect with local partners to learn and share best practices and support options.	In discussion with CommUnity Mobile Crisis Outreach team to learn what resources are available locally, including staff training and supports for patrons in crisis.
7. Partner with other City departments and community groups to create a comprehensive, sustainable, shared response to behavior issues.	Increase staff presence in partner spaces to build trust and gain knowledge of how the community is engaging around behavior issues. Engage with local agencies for training and communication of library return options for banned patrons.	 Partnered with Iowa City School District and CommUnity Mobile Crisis Unit to offer Inservice Day information videos, which have been retained for use in future trainings. Our Teen Librarian has expanded outreach to new partner sites and is spending time with teens in these spaces regularly. Discussed behavior management strategies with Senior Center, Parks & Rec, and Human Rights office for training ideas. Contacted with Shelter House regarding specific patron bans to coordinate help and library return options.

Collaborate with other area	A unique group of staff from the public libraries in Coralville, lowa
libraries to develop a program	City, North Liberty, Oxford, Solon, Swisher, and Tiffin worked with
series featuring writers who	those from University of lowa Libraries, and Kirkwood Community
champion equity, antiracism, and	College-lowa City Library to organize and host three well-attended
inclusion.	Local Libraries LIT (listen, initiate, talk) programs. The second
	LLLIT season featured acclaimed diverse writers in free online
	presentations with time for questions from those in attendance. The
	partnership expanded when a Kirkwood Community College
	professor incorporated one of the Local Libraries LIT programs into
	their curriculum.
	libraries to develop a program series featuring writers who champion equity, antiracism, and

GOAL 3: Resource Management				
Objectives	Tactics	End of Year Report		
1. Meet current and anticipate future community needs with intentionally-collected input from the community, library staff, public librarianship trends, adjacent professional fields, and other sources of inspiration.	Create staff "survey committee" to make regular inquiries about staff morale and needs related to PPE and other protective measures.	Staff committee developed and analyzed three surveys. Responses were integrated in reopening procedures.		
	Plan and compete World Films reclassification.	Collection Services completed the reclassification of our collection of films on DVD in other languages to "World Film." We previously used the film industry term "foreign film" in our cataloging, labeling, and shelving for this collection. This collection contains over 1,200 items, covering 67 different languages.		
	Add Adventure Pass program to library offerings.	In response to patron requests, the lowa Libraries Adventure Pass program was introduced to patrons in June, 2022. Resident cardholders can check out a free day pass to cultural attractions and museums in lowa, including the African-American Museum of		

	lowa, Blank Park Zoo, Figge Art Museum, and the Science Cer of Iowa.			
2. Communicate proactively and consistently; maintain transparency in decision- making and process internally and externally.	Hire new CAS Coordinator and PR Specialist; audit current internal and external communication strategies.	New CAS Coordinator hired 9/14/2020; PR Specialist hired 1/6/2021. Internal and external communication strategies under review.		
	Explore ways of engaging and communicating with library staff during periods of remote work and while transitioning back into the building	Adapted "all staff" meeting schedules to better meet staff needs during the COVID-19 closure and early reopening in an attempt to appropriately communicate changes and updates to all employees; this included weekly meetings through most of the summer.		
		Developed departmental phasing plans that emphasized a safe and comfortable return to onsite work.		
		Regular weekly update emails from the director sent to all staff, started in FY22.		
	Focus on workplace communication and culture at annual Inservice Day 2021.	Terry Whitson, a training and development consultant, conducted staff focus groups to identify themes around workplace culture and communication. Whitson provided the results of her all staff, small group discussions as well as training on change management at Inservice Day in December.		
3. Ensure all ICPL employees, volunteers, and donors are ready to champion the changing work of librarianship; seek	Join Urban Libraries Council for increased access to relevant training, education, and networking opportunities for staff and volunteers.	Urban Libraries Council membership active as of June, 2022. Rollout to full staff will be completed in the first quarter of FY23.		

and allocate resources to build and maintain readiness and resiliency for staff and volunteers.	Provide staff training on intellectual freedom.	Intellectual Freedom training sessions were offered to all staff in March, 2022. At the March staff meeting, we reviewed the concept of intellectual freedom and why it is a value in public libraries and at ICPL specifically. Katelyn Browne, Youth Services Librarian at University of Northern Iowa and member of ILA's Intellectual Freedom Committee joined us to present a portion of "The Unhappy Patron: A Choose Your Option Intellectual Freedom Story Game." Several sessions of "Intellectual Freedom at ICPL" were held for staff to review library policy, discuss talking points, and practice speaking with a patron about intellectual freedom issues, especially where a patron might escalate in tone and manner.		
	Develop infrastructure for staff and volunteer orientation and training.	New staff orientation developed; Volunteer job descriptions refreshed and updated. The Volunteer Committee has established a strong workflow. Traditional and new volunteer positions are being regularly filled. A Volunteer Recognition Ceremony was held in Spring 2022.		
	Support staff mental health and wellness.	Created a staff mental health space and began offering Headspace mindfulness app in July 2022 to all library employees, regardless of their benefit status.		
4. Make choices informed by data, evidence, and research; practice assessment and	Include defining measurements for and indicators for success as a step in developing strategic plan goals.	Coordinators are working with departmental staff to develop skills and interest.		
evaluation.	Evaluate online resources database collection performance.	Vendors contacted to obtain access to stats modules. Some decisions already made regarding renewals and purchases of databases. Parameters for analysis being developed.		
	Evaluate Reference standing order collections.	Reference standing order list has been checked for currency, cost, duplication, and usage.		

	Extended computer session length for second-floor public access computers.	After monitoring computer use through the phases of reopening, access was increased by allowing patrons to use computers for longer daily sessions. Pre-COVID closure, each patron could have one two-hour session per day, with manual extensions (made by staff) possible if computers were available (patron would need to notice their session was ending and approach staff to ask for more time to get an extension). Now, patrons start with a two-hour session that automatically rolls into three one-hour extensions—as long as there are still machines available for use—with no action needed by the patron, resulting in a session length of five hours.
	Newspaper coverage	Conducted a patron newspaper use study in June 2022 to determine whether collection meets browsing needs. Identified potential savings as well as need to add titles in some areas. Will conduct a second study during Academic year 2022-2023 before making changes.
5. Perform a building audit to determine whether spaces are compatible with current and changing	Analyze second floor study room availability.	Based on data prior to COVID-19, expansion may be warranted. Potential for additional space by using staff workspace outside of Board Room under consideration. Continue to analyze in FY23 after reopening.
needs.	Assess storm shelter needs for patrons and staff.	A socially distanced storm shelter plan was created and implemented while social distancing was recommended by the CDC and local public health agencies. We are currently back to using our pre-COVID safety plans, since City buildings have reopened.
	Evaluate computer layout.	Identified a need for public access computers in other areas of the second floor, promoted in-house laptop use and made plan for FY23 to move some desktops to west end of second floor.

6. Proactively maintain an efficient, functional, clean building and take pride in our physical spaces.	Adjust cleaning schedules to reflect best practices related to management of COVID-19 transmission	Cleaning schedules continually assessed by Facilities management; adjusted as needed.
	Schedule and complete painting and repair projects during building closure to minimize impact on library patrons.	Significant portions of the interior were deep cleaned and painted ahead of schedule.
	Evaluated furniture, shelving, and general library tools, repaired and replaced as necessary	Replaced end-of-life book carts, children's computer desks, couches, and outreach carts. Installed standing desks for staff to use at individual workstations. Identified a need for Teen Center craft supplies storage; added storage units. Removed existing bench/table structure in Teen Center to make the room layout more flexible.

101 ICPL Board of Trustees Bylaws

Proposal: A regularly scheduled review of Board Bylaws by an ICPL Board committee.

Issues: The committee's members addressed three primary issues in its review: clarifying Board policies related to the public comment portion of the monthly agendas; addressing the issue of electronic participation by Board members; and addition of a section related to closed meetings. Minor changes include specifying the place where regular monthly meetings are held and refining the definition of a quorum for the transaction of business.

Article V, Section 3	Insert a new section to address the issue of a closed meeting. This section does not address all the possible reasons for a closed meeting spelled out in Section 21.5 (1) (i) of the Iowa Code since as a matter of course the Board uses this option only for personnel matters.
Article V, Section 5	Replace "Regular meetings shall be in a place accessible to persons with disabilities" with the more precise reference to the Board Room.
Article V, Section 6	Change definition of a quorum from 5 members to "a majority of appointed Board members." This allows for the occasions when the Board consists of fewer than 9 members.
Article V, Section 7	Insert a new section to address the practice of electronic participation. The Board has previously permitted remote participation but post Covid times have brought to the fore the need for addressing the issue in the bylaws, especially in light of the fact that Iowa law requires that a majority must be physically present in order for the Board to transact business.
Article VI, Section 3	Insert a new section to spell out Board expectations related to the Public Comment section of the regular meetings. The review committee looked at the new City Council rules regarding public participation and chose to adopt some of their rules, particularly relating to time limits on public comments and the expectation that Board members will refrain from engaging with the public during this time since open meetings laws require that Board meetings be limited to previously posted agenda items.

Committee Recommendations:

Action Required: Review and adopt as amended.

Prepared by Review Committee members: Hannah Shultz, Robin Paetzold, Carol Kirsch, July 2022.

IOWA CITY PUBLIC LIBRARY Board of Trustees

101 BYLAWS

ARTICLE I: NAME AND PURPOSE

Section 1. This organization shall be known as the Iowa City Public Library Board of Trustees and shall operate a free public library for the City of Iowa City.

ARTICLE II: POWERS AND DUTIES

- Section 1. The Board of Trustees shall have the powers and duties set forth in Title 11 of the Iowa City Code and as required by Chapter 392.5 of the Code of Iowa (13).
- Section 2. The powers, duties and procedures shall be subject to all changes or repeals of state law and all such changes or repeals shall take precedence over these bylaws.

ARTICLE III: MEMBERSHIP

- Section 1. <u>Terms and Qualifications</u>. The Board of Trustees shall consist of nine (9) members, appointed for six (6) year terms by the Mayor of Iowa City and approved by the City Council. All members shall be residents of the City and shall be over the age of eighteen (18), except there may be one (1) nonresident member if the library is receiving funds for a county-wide library service on a contract basis. Appointments are approved by the City Council except the non-resident member who is approved by the Board of Supervisors.
- Section 2. <u>Compensation</u>. Members shall serve without compensation but may be reimbursed for expenses incurred relating to official Library business.
- Section 3. <u>Vacancies</u>. Any vacancy on the Board because of death, resignation, long-term illness, disqualification or removal due to four (4) consecutive unexcused absences from regular meetings shall be filled by appointment by the Mayor, with approval of the City Council, or the Board of Supervisors in the case of the non-resident member. The appointed trustee shall fill out the unexpired term for which the appointment is made. Members are expected to give the Mayor at least 30 days written notice of intention to resign.
- Section 4. <u>Orientation for New Members</u>. Prior to the first regular meeting following their appointment, new members shall be provided with copies of these bylaws, pertinent sections of the City Code and other documents that would be useful to Board members in carrying out their duties. They will also be given an orientation briefing by the President of the Board and the Library Director or their designees.

ARTICLE IV: OFFICERS

- Section 1. <u>Number</u>. The officers of this Board shall be President, Vice-President and Secretary.
- Section 2. <u>Election and Term of Office</u>. The officers shall be elected annually at the April meeting and shall serve for one year beginning July 1. In February the President shall appoint a

nominating committee who will present a slate of officers at the April meeting. Other nominations may be presented from the floor.

- Section 3. <u>Vacancies</u>. In the event of the death or resignation of any officers, the Board shall choose a successor at the first meeting following the vacancy and that person shall hold office until the next regular election of officers.
- Section 4. <u>President</u>. The President shall preside at all meetings of the Board, appoint committees, make appointments to the Friends Foundation Board, call special meetings, execute all documents authorized by the Board and generally perform all duties associated with the office. The President and the Secretary shall sign all disbursement lists prepared by the Director. Notwithstanding anything to the contrary in these bylaws, a committee appointed by the President for the purpose of searching and/or recommending a Library Director shall require Board of Trustees' approval.
- Section 5. <u>Vice President</u>. In the event of the absence or disability of the President, or of a vacancy in the Presidency, the Vice President shall assume and perform the duties and functions of the President.
- Section 6. <u>Secretary</u>. The Secretary and the President shall sign all disbursement lists prepared by the Director. In the event of the absence or disability of the President- or the Vice President, the Secretary shall assume and perform the duties and functions of the President.

ARTICLE V: MEETINGS

- Section 1. <u>Regular Meetings</u>. Regular meetings of the Board shall be held at the Library at 5:00 p.m. on the fourth Thursday of the month, January through October. In November and December, the meeting shall be held on the third Thursday of the month at the same place and same time. Any change in the regular meeting time or date shall be approved by the Board at a previous regular meeting.
- Section 2. <u>Special Meetings</u>. A special meeting of the Board may be called at any time by the President or at the request of any two Board members for the transaction of business as stated in the call for the meeting. Such requests shall be given to the Library Director who shall give notice as described in Section 3.
- Section 3. Closed Meetings. In accordance with Section 21.5(1)(i) of the Iowa Code, the Board may hold all or part of a meeting in closed session to evaluate the professional competency of an individual whose appointment, hiring, performance or discharge is being considered when necessary to prevent needless and irreparable injury to that individual's reputation and that individual requests a closed session.
- Section 4. <u>Notice of Meetings</u>. Notice of regular meetings shall not be required; a special meeting may be called upon written notice. Notice must be received not less than twenty-four (24) hours before the meeting except for emergencies and must include time, place, date and tentative agenda. News agencies will receive notice via the City's web site.
- Section 5. <u>Place of Meetings</u>. Unless otherwise posted, meetings will occur in the Board Room of the Iowa City Public Library.
- Section 6. <u>Quorum</u>. A quorum for the transaction of business at any meeting shall consist of a majority of appointed board members. *TRUSTEES SHOULD REPORT ABSENCES*

TO THE PRESIDENT OR PRESIDING OFFICER IN ADVANCE OF MEETINGS.SECTION 7.ELECTRONIC PARTICIPATION. UNLESS IT HAS BEEN DETERMINED THAT THE BOARD
MEETING MUST BE ENTIRELY ELECTRONIC, BOARD MEMBERS ARE ENCOURAGED TO BE
PHYSICALLY PRESENT FOR ALL BOARD MEETINGS. HOWEVER, IT IS THE POLICY OF THIS
BOARD TO SECURE ELECTRONIC PARTICIPATION BY ABSENT BOARD MEMBERS WHENEVER IT
IS PHYSICALLY FEASIBLE WHERE SUCH PARTICIPATION IS NECESSARY OR DESIRABLE BECAUSE
OF STATUTORY VOTING REQUIREMENTS OR THE IMPORTANCE OF THE SUBJECT MATTER TO
THE PUBLIC. NOTWITHSTANDING THIS POLICY, A MAJORITY OF BOARD MEMBERS MUST BE
PHYSICALLY PRESENT FOR ALL BOARD MEETINGS. BOARD MEMBERS INTENDING TO
PARTICIPATE ELECTRONICALLY SHALL ALERT THE PRESIDENT OR PRESIDING OFFICER TO
THEIR INTENT AS SOON AS PRACTICAL.Section 8.Procedural Rules. Proceedings of all meetings shall be governed by

Robert's Rules of Order, most recent edition.

ARTICLE VI: ORGANIZATION OF BOARD BUSINESS

- Section 1. <u>Agendas</u>. The President and the Director shall prepare the agenda for all regular Board meetings. Agendas shall be posted and sent to Board members and the media at least three (3) days prior to the regular meeting. Agendas of <u>all</u> meetings must be posted at least twenty-four (24) hours in advance of the meeting on the bulletin board in the Library lobby and on the Library and City of Iowa City websites, as requested by the City Clerk.
- Section 2. <u>Order of Business</u>. The order of business of each meeting shall be established by the Board by motion made from time-to-time as the Board deems necessary. The agenda shall be established and posted in advance of each meeting in accordance with the requirements of the Iowa Open Meetings Law (Iowa Code Ch. 21).
- Section 3. Public Comment. Members of the public may address the Board at the beginning of meetings during the Public Comment agenda item. Individual comments are limited to no more than five (5) minutes, and may be extended by presiding officer. Library staff time will not be used to prepare materials for public comment. Individuals addressing the Board must sign in with name and address. In order to comply with open meetings laws and proper meeting procedure, trustees cannot engage in discussion or debate during the Public Comment period.
- Section 4. <u>Minutes</u>. Minutes of all regular and special meetings are to be prepared and distributed to Board members and the City Council. The Library shall keep as a permanent record copies of all minutes, including documents attached to the minutes by Board action.
- Section 5. <u>Board Policies</u>. All policy statements adopted by the Board shall be filed by subject in. Each policy and each revision shall carry the date of its adoption. Board policies are also available on the library website.
- Section 6. <u>Committee</u>. Board committees and their composition, duties and terms shall be designated by the President. All committees shall make progress reports at each regular Board meeting. Notwithstanding anything to the contrary in these bylaws, a committee appointed by the President for the purpose of searching and/or recommending a Library Director shall require Board of Trustees' approval.

ARTICLE VII: LIBRARY DIRECTOR AND STAFF

Section 1. The Board shall appoint a qualified Library Director who shall be the executive and administrative officer of the library on behalf of the Board and under its review and direction. The Library Director shall carry out policies adopted by the Board and shall be held responsible for: employment and direction of staff; the care and maintenance of the building and equipment; the efficiency and effectiveness of the Library's service to the public; the provision of library collections and the operation of the Library under the financial conditions set forth in the annual budget. The Director or designee shall attend all Library Board meetings and shall present a report at each regular meeting.

ARTICLE IX: RELATIONSHIP TO Iowa City Public Library FRIENDS FOUNDATION

Section 1. <u>Membership</u>. The membership of the Iowa City Public Library Friends Foundation, a 501(c) 3 nonprofit corporation, consists solely of the Trustees of the Iowa City Public Library. Each member of the Board of Trustees shall become a Member of the Friends Foundation Corporation concurrently with becoming a member of the Board of Trustees and shall continue to be a Member of the Friends Foundation Corporation as long as he/she is a Trustee of the Library. Powers and duties of the Members are found in the bylaws of the Iowa City Public Library Friends Foundation. Section 2. <u>Friends Foundation Board of Directors</u>. The President shall appoint two (2) trustees to serve one-year terms on the Board of Directors of the Iowa City Public Library Friends Foundation. The terms begin upon the adjournment of the Annual Meeting of Members of the Iowa City Public Library Friends Foundation. The President of the Trustees may serve as a Director. No Trustee may serve more than six (6) consecutive terms as a Director of the Friends Foundation.

ARTICLE X: AMENDMENTS

Section 1. These bylaws may be altered or repealed, and new bylaws adopted by the members of the Board at any regular meeting or at any special meeting called for that purpose. The proposed changes in the bylaws shall be submitted in writing to the members of the Board at least ten (10) days prior to the meeting for their consideration.

07/26/84
12/17/87
10/27/88
12/14/89
01/93
01/95
08/98
01/05
03/24/11
11/21/13
08/25/16
05/23/19
06/27/19
07/25/19



To: Library Board

From: Elsworth Carman

Date: July 28, 2022

Re: Discretionary Sick Leave and Bereavement Leave Benefit

Attached is information about changes to Discretionary Sick Leave and Bereavement Leave for Administrative and Confidential and AFSCME employees. This policy was approved by City Manager Geoff Fruin on July 5, 2022. Mr. Fruin and AFSCME leadership signed a letter of agreement to add the policy changes to the AFSCME contract as a side letter on July 5, 2022, as well.

These changes provide greater flexibility for staff after the death of a loved one, and I recommend the policy be adopted by the ICPL Board of Trustees with no changes.

Letter of Agreement

City of Iowa City and AFSCME (Mixed and Transit) Local #183

July 5, 2022

Sick leave and Funeral leave modifications

The parties hereby agree to amend both Section A and B of the AFSCME contract as follows:

Article 11, Section 2

b. In addition to sickness of an employee, sick leave may be used for:

(1) On-the-job injury.

(2) Serious illness or hospital confinement of a spouse, domestic partner as recognized by City policy, or child, or critical illness of the employee's mother, father, mother-in-law, father-in-law, including mother or father of a domestic partner, brother, sister, or grandparents, as well as any other relatives or member of the immediate household of the employee up to a maximum of forty-eight (48) hours per occurrence provided that the employee's presence and efforts are needed.

b. Discretionary sick leave

In addition to the employee's own health, no more than 120 hours of sick leave in a rolling 12- month period may be used for the following personal or family needs:

• To provide care for a family member or loved one with a serious medical condition or to attend medical appointments, provided the employee's presence and efforts are needed.

• Maternity/paternity leave resulting from the birth of a child or placement of a child for adoption.

To care for a dependent child who is ill and unable to provide self-care.

• Bereavement leave necessary in addition to what is provided in the bereavement leave policy or due to the death of a family member, close friend or other loved one not covered by the bereavement leave policy (10 workday limit*).

- To serve as a pallbearer (1 workday limit)
- To attend a delayed service for a deceased loved one. (2 workday limit)

*Not to exceed the equivalent of 2 weeks at the employee's FTE (e.g. 80 hours for full-time)

Discretionary sick leave used in any of the personal events identified above (or combination of family events):

Must be recorded as discretionary sick leave on the employee's time record

Will result in a deduction from an employee's accrued sick leave bank

 Is limited to a total of 120 hours for any combination of qualifying events in a rolling 12-month period

Annual maximums are pro-rated for part-time employees.

Article 12, Section 2

<u>Funerals</u>. An employee will be granted up to three (3) work days per incident with no loss of compensation or accruals if required to attend the funeral of his/her spouse, domestic partner as recognized by City policy, child, grandchild, stepchild, foster child, mother, father, stepparent, sister, brother, step sister or step-brother.

An employee will be granted one (1) day per occurrence with no loss of compensation nor loss of accrual from sick, annual, or compensation time to attend the funeral of his/her mother in-law, father in-law, grandparent, aunt or uncle, brother in-law, sister-in-law, or permanent member of the immediate household. In such cases, he/she shall be granted up to two (2) additional days for travel, if necessary. In-law relationships referred to herein shall include such relationships through a domestic partner as recognized by City policy.

If additional time is needed, an employee shall be permitted to use up to three (3) work days of accumulated sick leave with the approval of his/her supervisor.

<u>Bereavement Leave.</u> An employee shall be granted up to five (5) days (40 hours maximum for full-time employees*) with no loss of compensation or accrual due to the death of their spouse, child (including pregnancy loss), parent, stepparent, sibling, grandparent, or grandchild.

An employee shall be granted up to three (3) days (24 hours maximum for full-time employees*) with no loss of compensation or accrual due to the death of their parent-inlaw, child-in-law, aunt or uncle, niece or nephew, sibling-in-law, or permanent member of the employee's immediate household.

*Pro-rated for part-time employees.

If additional time is needed an employee should refer to the Discretionary Sick Leave provision of this document.

Notes: Child and sibling include "step" relationships. Sibling-in-law includes spouse of spouse's sibling.

For AFSCME For the City Geoff Fruin **City Manager**

7/5/22

Date

-

Date

5

2

Administrative and Confidential Employees



Employment Manual

July 1, 2021 – June 30, 2026

INTRODUCTION

The City's ability to manage and provide public services with the greatest efficiency and effectiveness is heavily dependent upon the capability and performance of its Administrative and Confidential employees.

Administrative employees include department directors, division heads and supervisory employees who have the authority to make personnel decisions regarding other public employees or the responsibility to direct them or respond to their grievances. Other employees are classified as Administrative and exempt from union status because their duties are most closely aligned with managerial duties. Confidential employees include employees who have access to information subject to use by the public employer in collective bargaining. Confidential employees also include secretaries and Assistants to the City Manager and department directors.

The City recognizes that special demands are placed on Administrative and Confidential employees, creating different expectations with regard to the employment relationship on the part of both these employees and the City. It is essential to this relationship that those factors affecting the terms and conditions of employment be set forth clearly.

This document has two purposes: to provide information on the terms and conditions of employment which differ from those of bargaining unit employees, and to assure that policies, regulations, and benefits will be administered on a uniform, non-discriminatory and equitable basis.

This document should be read in conjunction with the personnel policies which apply to all City employees. Questions of interpretation should be addressed to the Human Resources Administrator.

This revised manual was authorized by the City Manager on July St. 2022.

Geoff Fruin, City Manager

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SECTION 1: BENEFITS

a. Coverage

Permanent full-time employees receive full benefits. Permanent part-time employees receive benefits on a prorated basis.

Police and/or Fire management employees sometimes have different provisions. These employees should consult Human Resources with questions.

b. Medical Insurance

The City provides medical insurance for employees and their dependents. Employees are covered under Wellmark Blue Cross and Blue Shield of Iowa. Most services are paid on a 90/10 basis. Contribution rates are set by the City and subject to change.

Premium contribution

Full-time employees will contribute to the monthly premium as follows:

	7/1/21	7/1/22	7/1/23	7/1/24	7/1/25
Employee premium contribution	10%	11%	11%	12%	TBD

Part-time employees will pay a pro-rata share of the full monthly premium for single or family coverage.

Deductibles

	1/1/22	1/1/23	1/1/24	1/1/25	1/1/26
Health plan	\$750 single/	\$800 single/	\$800 single/	\$800 single/	TBD
deductibles	\$1200 family	\$1600 family	\$1600 family	\$1600 family	

Out of Pocket Maximums

	1/1/22	1/1/23	1/1/24	1/1/25	1/1/26
Health plan out of pocket max.	\$1250 single/ \$2250 family		\$1300 single/ \$2600 family	\$1300 single/ \$2600 family	TBD

c. Dental Insurance

The City pays the cost of dental insurance for employees. Employees may purchase dependent coverage if they wish. Employees are covered under Delta Dental of Iowa.

City contribution to single dental premium is pro-rated for part-time employees.

d. Vision Insurance

The City provides an optional vision insurance plan. Employees may purchase coverage if they wish.

e. Life Insurance

Upon date of employment the City provides life insurance coverage at no cost to the employee in an amount equal to the employee's annual salary. If salary is a fraction of a thousand dollars, coverage is rounded up to the next thousand dollars.

f. Dependent Life Insurance

Dependent life insurance is available to employees for a minimal fee.

g. Supplemental Life Insurance

Supplemental life insurance is available to employees. Employees may elect coverage for themselves and their spouse. Coverage for dependent children is also available. Employees must participate in order to purchase insurance for a spouse and/or child(ren).

h. Long Term Disability Insurance

The City provides long-term disability insurance for permanent full-time and ³/₄ time Administrative and Confidential employees. Disability benefits are payable after the <u>greater</u> of one hundred twenty (120) calendar days of continuous covered total disability <u>or</u> length of accrued sick leave for approved claims. The benefit amount is sixty percent (60%) if salary. Long-term disability insurance is not available for police and fire management personnel. These employees are covered under the disability provisions of the Municipal Fire and Police Retirement System of Iowa (MFPRSI).

i. Deferred Compensation

Administrative and Confidential employees may voluntarily join a deferred compensation program administered by the City. Deferred compensation provides for the setting aside of income into a private investment plan, whereby the amounts deferred and investment earnings are not subject to current personal income taxes. Taxes on these monies are paid when funds are withdrawn from the plan.

A post-tax Roth IRA option is also available.

For more specific details or enrollment information contact the Finance Department.

j. Retirement and Pension Benefits

Both the Iowa Public Employees Retirement System (IPERS) and Social Security (FICA) are deducted from most employees' paycheck. IPERS is a mandatory retirement system for all public employees unless excluded by law.

Most sworn Police and Fire employees are members of the Municipal Fire and Police Retirement System of Iowa (MFPRSI).

Contribution rates are set by the Iowa Legislature and are subject to change per action of the Legislature. Contact Human Resources for current member and employer contribution rates.

k. Vacation

(1) Accrual Rate

Administrative and Confidential employees accrue vacation at the following rates (pro-rated for part-time employees):

Years of Service	Annual Vacation Accrual
0 to 5 years	12 days (1 day/month)
5 to 10 years	15 days (1 ¼ days/month)
10 to 15 years	18 days (1 ½ days/month)
15 to 20 years	21 days (1 ¾ days/month)
20 years +	24 days (2 days/month)

(2) **Professional Librarians**

Professional librarians receive 22 days of vacation per year regardless of length of service.

(3) Shift Fire Battalion Chiefs

Years of Service	Annual Vacation Accrual
0 to 5 years	144 hours (6 shifts)
5 to 10 years	192 hours (8 shifts)
10 to 15 years	216 hours (9 shifts)
15 to 20 years	240 hours (10 shifts)
20 years +	264 hours (11 shifts)

(4) Use, Carryover and Payment

Vacation will be scheduled to best meet the needs of the department. A maximum of 192 hours (24 days) of unused and accumulated vacation may be carried over from one fiscal/benefit year to the next. Maximum carryover for sworn Police personnel is 224 hours and for Shift Fire Battalion Chiefs is 312 hours.

The final day to use accruals in the fiscal year is the last day of the final pay period of the fiscal year between the dates of June 24 and July 7 inclusive.

Payment for unused vacation time up to a maximum of 192 hours will be made upon retirement, resignation, or discharge. Maximum payment for unused vacation for Shift Fire Battalion Chiefs is 288 hours.

k. Sick Leave

(1) Accrual Rate

Permanent full-time employees accumulate one day of sick leave for every month worked (3.7 hours/pay period) up to a maximum of 180 days or 1440 hours. Fire personnel working a 24 hour shift accrue at the rate of 5.54 hours/pay period up to a max of 2160 hours.

Sick leave accruals are pro-rated for part-time employees.

(2) Use of Sick Leave

Employee illness

A day of sick leave may be used for each day an employee is sick and off work during a work week, including absences related to an on-the-job injury. Sick leave may also be used on an hour-to-hour basis for doctor appointments or other health maintenance needs. A doctor's statement regarding nature of the illness and recovery therefrom may be requested.

Discretionary sick leave

In addition to the employee's own health, no more than 120 hours of sick leave in a rolling 12- month period may be used for the following personal or family needs:

- To provide care for a family member or loved one with a serious medical condition or to attend medical appointments, provided the employee's presence and efforts are needed.
- Maternity/paternity leave resulting from the birth of a child or placement of a child for adoption.
- To care for a dependent child who is ill and unable to provide self-care.

- Bereavement leave necessary in addition to what is provided in the bereavement leave policy or due to the death of a family member, close friend or other loved one not covered by the bereavement leave policy (10 workday limit*).
- To serve as a pallbearer (1 workday limit)
- To attend a delayed service for a deceased loved one. (2 workday limit)

*Not to exceed the equivalent of 2 weeks at employee's FTE (e.g. 80 hours for full-time)

Discretionary sick leave used in any of the personal events identified above (or combination of family events):

- Must be recorded as discretionary sick leave on the employee's time record
- Will result in a deduction from an employee's accrued sick leave bank
- Is limited to a total of 120 hours for any combination of qualifying events in a rolling 12-month period

Fire Battalion Chiefs working 24-hour shifts will be limited to 168 hours per rolling 12-month period. Annual maximums are pro-rated for part-time employees.

The City may discipline employees for abuse of sick leave.

(3) Notification

An employee shall notify their supervisor as soon as reasonably possible of any sickness or illness which will cause them to miss work in accordance with Department/Division call-in procedures.

(4) Sick Bank

Administrative and Confidential employees may request hours from a Sick Leave Bank if they have exhausted their own sick leave accumulation and are seriously ill.

Requests for a loan of sick bank hours should be submitted to the Human Resources Administrator. A decision regarding approval will be made by the City Manager or designee.

Days granted will be determined on an individual basis using the following guidelines:

- a) All accruals must be exhausted prior to use of sick bank days.
- b) Sick bank days will not be granted to supplement Worker's Compensation.
- c) Sick bank days will not be granted for illness in the employee's family.
- d) An individual may not borrow more than ten sick bank days in a fiscal year.
- e) An employee statement and a doctor's statement describing the nature of the illness/injury and the need for time off must be submitted.
- f) Previous sick leave usage will be considered.

Employees who use Sick Bank days will be required to repay the bank at the regular sick leave accrual schedule after returning to work. Employees who do not return to work or who fail to accumulate a sufficient amount of sick leave prior to termination will pay back the Bank from other accrued leave or in cash.

(5) Work at Home

Employees using sick leave who are medically able to perform some of the regular duties of their position while at home may, upon agreement between the supervisor and the employee, be assigned work to be performed at home.

This policy is designed to permit credit for work performed at home by employees, when performance of work at home is advantageous to the employee and the City; however, no employee will be required to perform work while on sick leave.

(6) Payment for Unused Sick Leave

Upon resignation or retirement, Administrative employees hired before June 15, 1983 and Confidential employees hired before June 28, 1985 will be paid for onehalf of the accumulated sick leave at the time of resignation/retirement on the basis of the employee's then current hourly base salary, provided that the dollar amount of the payment shall not exceed the amount that an employee would have been due if he/she had terminated on the applicable date listed above.

Administrative employees hired after June 15, 1983 and Confidential employees hired after June 28, 1985, are not eligible for payment for unused sick leave upon retirement or resignation.

l. Holidays

(1) All permanent employees receive eleven paid holidays plus one personal leave day. The following are paid holidays:

New Year's Day (January 1); Martin Luther King Jr. Day (the third Monday of January); Memorial Day (the last Monday of May); Juneteenth (June 19)*; Independence Day (July 4); Labor Day (the first Monday of September); Veterans Day (November 11); Thanksgiving Day (the fourth Thursday of November); the Friday after Thanksgiving; Christmas Day (December 25). All non-continuous shift employees shall be granted an additional floating holiday to be designated annually by the City Manager or designee.

*Administrative and/or confidential staff who are required to work on the observed Juneteenth holiday and cannot use the holiday time accrued before the end of the fiscal year may carry over straight time holiday hours for hours worked on Juneteenth into the next fiscal year.

One personal leave day. Personal leave may be used at any time mutually agreed upon between an employee and supervisor.

The personal leave day and any holiday accrual must be used during the fiscal year in which it is granted and may not be carried over to the next benefit year.

- (2) With the exception of sworn Police and Fire continuous shift employees, employees who are required to work on a City-designated holiday shall receive 1 hour of holiday credit for each hour worked, not to exceed 8 hours, to be used as time off before the end of the fiscal year.
- (3) Continuous shift Police Administrative employees shall receive eighty-eight (88) hours of holiday credit and eight (8) hours of personal leave credit on the first day of each fiscal year. Holiday credit will be prorated at a rate of eight (8) hours per holiday for employees who are hired or who separate from service after the start of the fiscal year. Continuous shift Police Administrative employees who work on a City holiday will receive an additional .5 hour of holiday credit for each hour actually worked. Holiday credit must be used as time off only and cannot be carried over from fiscal year to fiscal year. Continuous shift Police Administrative staff will observe the holiday on the date that it actually falls regardless of the day of the week. The floating holiday will be observed on December 24th.
- (4) Continuous shift Fire Administrative employees shall receive one hundred thirtyfive (135) hours of holiday credit on the first day of each fiscal year. Any continuous shift employee who starts work or separates from service after holiday accrual has been credited for the fiscal year will be subject to a pro-rated adjustment based on the number of holidays remaining in the fiscal year. Holiday credit shall be used as time off only and cannot be carried over from fiscal year to fiscal year.

m. Longevity

Permanent employees who have completed the required number of years of continuous service by December 1 of the calendar year shall receive longevity pay for the current fiscal year as follows:

\$325
\$500
\$650
\$800

25 years	\$1050	
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Payment will be made on the last payday in November. Payment is based on a fiscal year (July 1 – June 30). Employees who terminate prior to this payment will receive a pro-rata share on their final check. Employees who terminate after this payment has been made will have a pro-rata share deducted from their termination check or final paycheck.

n. Safety Shoes/Uniforms

The City will provide up to \$125.00 annually for the purchase of safety shoes for those employees required to wear safety shoes. The City will provide uniforms for those employees required to wear uniforms.

o. Parking Permits

Employee parking space will be made available in City owned facilities as space permits. Employees pay one-half of the public rate for parking. Parking costs will be paid by payroll deduction.

SECTION 2: SPECIAL LEAVES

a. On-the-Job Injury

Upon application the City may grant a leave of absence with pay in the event of an injury or illness of an employee while at work provided the following conditions exist:

- (1) The injury or illness arises out of the course of City employment.
- (2) The City's medical advisor determines that time off from work is required.

If the above provisions are applicable, leave with pay will be granted during the remaining time on the workday when the injury occurs and for a period of two (2) working days thereafter if authorized by the medical advisor.

If the injured worker requires more than two (2) working days in which to recuperate and return to work, any additional absence may be charged to sick leave or, if sick leave is exhausted, to other accruals.

b. Religious Holidays

Every reasonable effort will be made to accommodate employee requests for release from work to participate in bona fide religious holidays. Personal leave days, accrued vacation time, comp time, or unpaid leaves may be used to cover absences.

c. Jury Duty

Any employee summoned for jury duty shall receive regular pay during any period of jury service and shall earn and be entitled to all benefits as if working. The City shall receive the pay earned from such jury service.

d. Witness Time

An employee shall be granted leave with pay when required to be absent for work for the purpose of testifying in court in response to a legal summons when the employee is neither plaintiff nor defendant in the action and when such court appearance arises from the performance of their duties, obligations, or activities as a City employee. The employee shall be compensated by the City for work time spent testifying and the City shall receive any witness fees paid to the employee.

e. Bereavement Leave

An employee shall be granted up to five (5) days (40 hours maximum for full-time employees*) with no loss of compensation or accrual due to the death of their spouse, child (including pregnancy loss), parent, stepparent, sibling, grandparent, or grandchild. Shift Fire Battalion Chiefs may be granted up to 3 shifts.

An employee shall be granted up to three (3) days (24 hours maximum for full-time employees*) with no loss of compensation or accrual due to the death of their parentin-law, child-in-law, aunt or uncle, niece or nephew, sibling-in-law, or permanent member of the employee's immediate household. Shift Fire Battalion Chiefs may be granted 1 shift.

*Pro-rated for part-time employees.

If additional time is needed an employee should refer to the Discretionary Sick Leave provision of this document.

Notes: Child and sibling include "step" relationships. Sibling-in-law includes spouse of spouse's sibling.

f. Pregnancy Leave

A pregnant employee shall be entitled to a medically necessary leave of absence without pay if she is unable to work as a result of pregnancy or related cause and all other accumulated leaves are exhausted. An employee requiring such leave shall notify her supervisor prior to the anticipated date of birth and shall substantiate her condition by a doctor's statement. Employees taking leave pursuant to this section retain all rights granted by the federal Family Medical Leave Act and/or other applicable laws.

g. Unpaid Leave of Absence

With the approval of the Department Director and the City Manager an unpaid leave of absence may be granted to an employee. If the leave is medically necessary and all other accrued leaves are exhausted, the leave will be automatically approved.

Generally, such leaves shall not exceed twelve (12) months. Upon termination of such leave of absence, the employee may return to work in the same position as when he/she left and will receive compensation on the same basis as if he/she had continued to work without leave, provided the position is vacant and provided the employee is qualified for the position. In the event a vacancy does not exist an employee may apply as an internal employee on vacancies for a period of twelve (12) months following termination of the leave. The employee is responsible for applying for and keeping aware of any openings.

In the event an employee fails to return to work at the end of any such leave or extension, their employment shall be terminated.

During a leave of absence without pay, the employee:

- 1) Cannot pay retirement contributions if the leave exceeds one month in duration.
- 2) Shall not receive any other accruals or job benefits during the period of absence.
- Shall not acquire additional seniority during said leave except in the case of medical disability.
- 4) Shall not earn sick, vacation, or other leave.
- 5) Must use all accumulated vacation to which he/she is entitled prior to the time that the leave without pay commences.
- 6) Must pay prorated health, dental, life and disability insurance premiums falling due during any month the employee is not on the payroll, if coverage is desired, and is available subject to insurance carrier approval, as follows:
 - a) For any calendar month during which the employee is on unpaid leave not exceeding ten working days and insurance coverage is desired, the City will pay the cost of the insurance premiums.
 - b) For any calendar month during which the employee is on unpaid leave in excess of ten working days and insurance coverage is desired, the employee must pay 1/12 of the insurance premium for each working day beyond ten working days that the employee is on unpaid leave of absence. The remainder of the premium will be paid for by the City.
 - c) The employee may choose which insurance coverages, if any, are to be retained during the unpaid leave of absence.

d) Premiums for insurance coverages desired by the employee will be billed on a monthly basis.

The City Manager or designee may waive the above conditions for leaves of absence without pay not exceeding ten (10) working days.

Except in the case of medically necessary leave, upon return from a leave of absence without pay both seniority date and accrual date will be changed to reflect the time on leave.

h. Military Leave

Employees enlisted in or called by any of the armed forces of the United States shall, when ordered to active service, be entitled to a leave of absence for such period of time that the member serves in such capacity and until discharged therefrom. The City shall comply with applicable law in regard to military leave.

i. Education

Advance approval from the City Manager or designee is necessary for an employee to engage in any educational effort during normal working hours other than that which may be provided by the City. Consideration of the request will be based upon the direct benefit to the City and the demonstrated ability of the employee to effectively carry out the responsibilities of their position.

SECTION 3: HOURS OF WORK

The normal work week shall consist of a minimum of forty (40) hours for full-time employees. The Department Director shall schedule the working hours for all employees in a manner to most efficiently meet the needs of the department, which may include flex-time scheduling.

a. Overtime

(1) *Confidential Employees.* Overtime is work performed by a Confidential employee in excess of eight (8) hours per day or forty (40) hours per week. Employees may be periodically required to work overtime.

Compensation. At the Department Director's discretion, and in accordance with applicable law, compensation for overtime hours will be made either at the rate of one and one-half times the current base hourly rate or by granting compensatory time off at a rate of one and one-half hours for each hour of overtime.

(2) Administrative Employees. Administrative employees are not specifically compensated for overtime in either pay or compensatory time off. Salary ranges for Administrative positions have been developed with consideration of overtime requirements. In recognition of the fact that job responsibilities of administrative employees may, upon occasion, require that the employee work more than the normal work week, time off from work may be allowed by the Department Director. All employees will be expected to average a minimum of forty (40) hours per week.

b. Rest Periods

Full-time employees will be provided with two fifteen (15) minute rest periods during the regular work day. These rest periods may be scheduled by the immediate supervisor, with consideration of employee preferences.

c. Meal Periods

Employees will be provided with an unpaid lunch period of not less than thirty (30) minutes during the regular working day. Meal periods will be scheduled to accommodate operational needs with consideration of employee preferences but should generally occur near the midpoint of the workday.

d. Inclement Weather

Employees are expected to come to work regardless of weather conditions if they can reasonably do so.

Generally, City operations will not be suspended, however, the City Manager may shut down operations in severe conditions. Employees may use vacation, holiday, compensatory time, or personal leave to ensure regular pay on these occasions.

SECTION 4: SALARY ADMINISTRATION

a. Employee Compensation

The City will maintain a classification and compensation plan for Administrative and Confidential employees subject to City Council approval. The overall program will be administered by the City Manager with operational responsibility resting with the Human Resources Administrator. Employees are eligible for merit increases based upon satisfactory performance not to exceed the maximum of their established pay range.

b. Reclassifications

Periodically changes in position scope, responsibility and/or minimum entry level qualifications may warrant a review of individual position classification and/or salary grade assignment. Recommendations for reclassification must be based upon characteristics of the position and operational needs of the department and should not be based upon employee seniority, qualifications, or performance.

Reclassification reviews may be requested by the employee or Department Director.

Review of reclassification requests will be conducted by the Human Resources Administrator, Deputy City Manager and City Manager. Information submitted in writing and through interviews of employee, Department Director, and immediate supervisor will form the basis for determination of proper classification.

Requests for review of job classification should be submitted to Human Resources.

SECTION 5: EMPLOYMENT ACTIVITY

Probationary Period

Upon employment by the City the initial probationary period will generally be six (6) continuous months. The probationary period for non-Civil Service staff may be extended at the discretion of the Department Director and such extension will be in writing. Extension of probationary periods for civil service staff are subject to the employee's written waiver of the civil service probationary period.

SECTION 6: GRIEVANCE PROCEDURE

a. **Definition**

A grievance is a dispute between the City and a particular employee or group of employees over an interpretation or application of the rules, procedures, or policies promulgated by the City.

b. Procedure

For the purposes of calculating time period, "working days" shall include Monday through Friday; Saturday, Sunday and holidays (except personal leave day) will not be included. The parties involved in a grievance may mutually agree to extended time periods.

Step 1

The grievance shall be presented in writing by the grievant to the Department Director within ten (10) working days of gaining knowledge of the event giving rise to the grievance. The written document shall identify the document as a grievance and

reference the section of the rules or provisions allegedly violated and shall state the remedy desired. The document shall be signed by the grievant.

The Department Director and the grievant will meet within ten (10) working days of receipt of a Step 1 grievance in an attempt to resolve the grievance. The Department Director will respond in writing to the grievant within ten (10) working days after such meeting. If no response is received, the grievant may proceed to Step 2.

<u>Step 2</u>

A grievance not resolved at Step 1 may be submitted to the City Manager or their designee within ten (10) working days of receipt of the Step 1 response. The City Manager will respond in writing within ten (10) working days. The grievant may request a meeting with the City Manager before a decision is rendered. Such request must be in writing and presented with the Step 2 grievance.

c. Retaliation

There will be no retaliation for filing a grievance.

d. Other

Employees who do not wish to exercise formal avenues to achieve resolution of their grievances may appeal informally to appropriate supervisors, or the Human Resources Administrator.

Director's Report: July 2022

Celebrating the End of Fiscal Year 2022

July 1 marked the first day of Fiscal Year 2023. The turning of fiscal years is always significant, but this year it felt unusually celebratory, as we continue to see library patrons returning to fully use our services. The end of the fiscal year brings substantial administrative duties, like end-of-year reporting to the City and State, budget balancing, and generally tying up any last FY22 issues. This is the first year that Jen Miller has been in the Administrative Coordinator position, and she is doing an amazing job learning as she goes through the often-complex end-of-year processes and it has been great to see her developing some new ways to track and report some of our statistics.

Library Coordinator – Development Position Update

The Library Coordinator – Development position was posted on July 1, and will close on July 29. The hiring timeline is tentatively (and aspirationally) planned, with an offer date of August 23. Since this position works closely with the Friends Foundation Board of Directors and general membership, I spoke with Friends Foundation Board of Directors President Jenny Olson prior to posting the position and provided an opportunity for her to suggest changes to the job description. She and I agreed that only very minor changes needed to be made. I anticipate a Friends Foundation Board of Director representative involved in the interview process, as well as the members of the ICPL Leadership Team, and a City of Iowa City representative. Due to the nature of this position, I would also like to include a Trustee in some part of the interview process; as the details are finalized I will reach out with a more specific request to the Board President.

City Policy on Telecommuting and Flexible Work Schedules

The City of lowa City implemented a new Telecommuting and Flexible Work Schedules Policy in late June. This policy provides an explanation of how and why City staff may request flexible scheduling, including work from home time, and outlines eligibility and authorization details. As a semi-autonomous City department—with an independent, decision-making Board—the Library has some options with this type of policy, including editing it to better serve our unique staffing model or otherwise changing it. The Leadership Team supports the policy and anticipates adopting it as an administrative policy in the coming weeks, but we are still in discussion about how best to apply it to our staffing model. This policy will be shared with the Board in its entirety at a coming meeting (most likely the August meeting), but I wanted to address it now since it was already adopted by the City and has been of significant interest to some library staff.

Fall Window Content about the Strategic Plan

This Fall, the Window will include an atypical message from me, as well as some detailed public invitations for participation in future planning. After considering inflation-related costs of individual mailings, as well as the established reach of the Window, we decided to embed initial information about our next strategic plan into the Fall edition. This will include a "note" from me about strategic planning, why we do it, and how critical input from the public is; a link to an online survey; and a list of community feedback sessions scheduled throughout the month of

September. I am excited to how this is received by the community; I very sincerely mean it when I say general public input is critical to an effective (public library) strategic plan, especially as we re-norm after our pandemic closure. We are working on plans to engage community members of all ages and from all over the area to participate in our planning work.

Public "Open Hour" Added to my Weekly Schedule

For the past five months, I have held "open office hours" for staff twice a week. These times are available for staff to drop in and chat about serious issues, fun topics, library news...whatever they may need or want. I continue to have an open-door policy, and staff know they can come and see me anytime, but these hours are truly low-barrier access for all staff and great for those who would rather not try to schedule a meeting or drop by my office in the middle of the day. Starting the second week in July, I added a public "open hour" to my schedule, and have been spending an hour a week in the lobby and gallery area of the library, speaking with patrons. This has been very causal so far, but I may start to introduce some conversation prompts or questions to try to engage more people in conversation as the weeks go by. I love any chance to interface with our patrons, and it's a treat to meet neutrally and naturally as people go about their library business.

Headspace for Work App Available for Library Staff

In our continuing efforts to find appropriate and effective ways library leadership can support the mental health and general well-being of our staff, we reviewed a few mindfulness/meditation apps to make available to library staff and selected Headspace. This app will be available to all library staff (as opposed to the employee assistance program and in-person/telehealth mental health services available only to staff who receive City of lowa City medical benefits). With a focus on mindfulness and meditation, this app is an optional tool that may help some staff avoid or lessen feelings of burnout, fatigue, or similar job-related or job-adjacent issues. A formal rollout of this app will happen in July, and while we are excited to offer it and eager to see what kind of an impact it has, we have been (and will continue to be) very clear that this is not intended to be a replacement for mental health care, and that our vision is that Headspace be an optional resource for staff to explore and use as they see fit.

Masking Update

Johnson County remains in the "high" community level category for COVID-19 transmission. We continue to offer masks at entry points and throughout the library building and Bookmobile. Staff and patrons are welcome to wear a mask or not, depending on personal preference. This model is working well for us and I have not received any negative feedback from staff or patrons for over a month. Linn County, which had been in the "medium" community level for COVID-19 transmission, was escalated to the "high" level on Thursday, July 14. Starting Monday, July 18, all City facilities in Cedar Rapids, including the Cedar Rapids Public Library, reinstated a masking requirement for patrons over the age of two. At this time, City of lowa City administration is not planning to reimplement a masking requirement in our community.

Respectfully submitted,

Elsworth Carman

Adult Services Department Report Prepared for the July 28, 2022, Meeting of the Iowa City Public Library Board of Trustees Jason Paulios, Adult Services Coordinator

Page Station Staff Update

This Summer two of our Page Station staff, Paige and Elizabeth, have left for similarly terrific jobs related to literature. Paige will remain nearby at The University of Iowa's Walt Whitman Archive and Elizabeth will be at Georgetown University Press. We're sad to see them go but excited that they are finding new careers in their chosen fields of editing/literature. The posting closes on July 21st and we will have a few new employees to introduce in my next report!

Statistics

June and July 2022 on the 2nd floor has finally felt like the bustling library we remember before COVID-19. I was excited to dig into the 4th quarter stats to see if we were actually doing as much business as I felt like we were. The following statistics will compare this year's April-May-June period to the last "good" measure, the same months of 2019 (FY19).

	4 th Quarter 2019	4 th Quarter 2022	% Change	
Info Desk – Ref Questions	3,809	3,186	-16	
Info Desk – Other Questions	1,677	2,293	37	
Info Desk – Total Questions	5,486	5,479	0	
SWB – Ref Questions	1,231	790	-36	
SWB – Other Questions	3,339	2,695	-19	
SWB- Total Questions	4,570	3,485	-23	
SWB – Total Calls	4,024	3,069	-24	
2 nd Floor PC – Minutes Used	644,973	554,136	-14	

While it is disappointing not to see a closer comparison in totals between these years, the comparison work did show June 2022 with a sharp increase from May in all categories so that feeling of library vibrancy was confirmed. We'll keep an eye on these kinds of stats as we start to dig into Strategic Planning work to make sure we're allocating staff resources to places that will most benefit the community's use of our building, resources, and services.

Adult and Teen Outreach / Events

The Summer Reading programming packet was full of great offerings for teens and adults this summer. Successful events have included outdoor hikes, a houseplant swap, felted animals for teens, and the bountiful community garden with Grow: Johnson County. We've collaborated with some amazing community partners including IC Forestry Division, PS1, Johnson County Conservation, 100 Grannies, UAY, Table to Table, UI Health Care's LGBTQ Clinic, and others! In addition to the stellar programming, Adult Services staff alongside Community & Access Services staff have been visiting the Iowa City Farmers Market on Saturday mornings this summer spreading the word about the Summer Reading

Agenda Item 5B-2

Program, Online Resources, and answering questions and supporting visits onto the open Bookmobile. It's been a successful venture so far, reaching many new patrons and introducing the Bookmobile to our regular downtown library visitors and their visiting friends and families. The crafts were also a welcome addition for families, we're getting regular demands for a return of Stacey's Produce Photo Booth event.



1Participants at Craft Night in the Lab



2Stacey's wildly successful Produce Photo Booth at Farmer's Market Outreach

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July 2022 Community & Access Services Report

Public Relations & Marketing

CAS welcomed Yvonne Jiang as the ICPL's new Graphics Intern. Her talents and expertise blend nicely with the team's skills in graphics, video, social marketing, and public relations. Their work to share good library news continues to support the efforts of selectors and programmers. Reports of increased database use due to daily posts assigned to promoting the Digital Library are satisfying.

Reviewing year-to-year data reveals ICPL experienced some stunning social media growth in participation, engagement, reach, and followers. Some unique circumstances significantly contributed to these milestones (a few viral posts and the reopening of the library), however, we continue to maintain numbers and steadily grow in 2022 despite global and extensive drops in social media use.

GENERAL F	REACH 2020
Facebook	Instagram
114,815	11,507
GENERAL F	REACH 2021
Facebook	Instagram
1,496,773	19,457
GENERAL REACH 20	22 (January to June)
Facebook	Instagram
82,267	8,014







Outreach

ICPL Bookmobile averaged 65.5 visitors per hour during the first month of IC Farmers Market outreach. Each Saturday in June, ICPL staff opened the Bookmobile for early access browsing, holds pickup, and an activity/craft. Several visitors experienced the Bookmobile for the very first time, registered for cards, and checked out items. CAS, Adult Services, and Collection Services have collaborated to provide reference and programming each week.

Benefits of Farmers Market outreach include:

- a glimpse at earlier access interest from the community
- connecting staff and services with new audiences
- ICPL presence at a large community event without the need to commute
- providing selectors more time with the Bookmobile collection
- an opportunity for staff to apply customer service, reference, and readers advisory skills in an outreach setting



The Iowa City Public Library was present to celebrate IC Pride as well as Juneteenth in the Neighborhood. We anticipate collaborating with the Public Libraries of Johnson County for a booth at the Johnson County Fair. As summer reading winds down, we are working with partners to ensure that the library is visible and taking services to the community in the coming season. We look forward to what the fall will bring!

Inreach

Attached is a Johnson County report highlighting a training series that occurred in April 2022 for ELL students from all over the world who are now living within Johnson County and learning English at Kirkwood Community College. Students were led by bus to downtown lowa City to visit the library. The series provided education on accessing and using public transit and applying knowledge in-person on the bus including practicing using the bus passes at the farebox.

lowa City Public Library provided multiple tours to large groups and shared highlights about the free services available to all. The majority of students registered for library cards during these visits as well.

We anticipate continuing this partnership to provide tours and card registration for new students in the fall. We are currently exploring ways to provide bilingual tours to the community during Library Card Sign Up month in September and options for account notifications in multiple languages.

Bookmobile

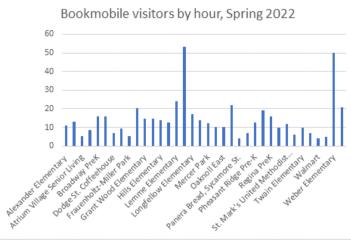
In June 2021, the ICPL Bookmobile extended service hours to include Friday stops. Added stops enabled the Bookmobile Team to add monthly Pop-Up locations to test the viability and impact of new locations.

We focused on experimental Pop-Up locations which would support:

- 1. strategic plan tactics focusing service to marginalized communities
- 2. diversity in audience, geography, and partnerships
- 3. iterative methodology to circulation, outreach, and public relations

As an example, the Prelude Behavioral Services (430 Southgate Ave.) Pop-Up provided a dedicated audience comprised of members typically at risk and/or underserved in the community. Its success resulted into adding Prelude as a regular stop in the following schedule

following schedule.



Agenda Item 5B-4









The above graphs outline how stops have maintaining or grown in hourly door count. It was important to add stops that would not pull away participation in established locations. It is gratifying to see that additional Pop-Ups compliment rather than compete with traditional Bookmobile stops.

I thank the Library Board of Trustees for their support and direction in exploring these mindful approaches to services. The CAS Department will focus on sustainable growth and learning together as a team as we continue this good work.

Professional Development

A presentation proposal about the ICPL Welcome Desk was accepted for the Iowa Library Association Conference in October. Terri, Becky, and Sam will present on wayfinding services after C19 closures, welcoming the community back into their library space, and restructuring the ICPL Volunteer Program to meet emerging needs and community values.

Sam attended the American Library Association Annual Conference in June. They served on ALA Executive Board and ALA Council to review and vote on resolutions, approve operational, initiative, and awards budgets, report on national trends, and contribute to the governance of the national association.

Sam worked with the Iowa Library Association, the Governor's Commission for the State of Iowa Library, and the ACLU of Iowa to help clarify and communicate intellectual freedom matters at the Vinton Public Library. Attached is the ACLU of Iowa statement.

Respectfully submitted,

Sam Helmick

Agenda Item 5B-5





Kirkwood ELL Bus Training Series

Evaluation Report

Johnson County Social Services

Created by

Shanè Amhedoska

University of Iowa Master's in Social Work Foundation Practicum Student

And

Kelly Schneider

Johnson County Mobility Coordinator

June 2022





Introduction

The objective of this evaluation report is to examine whether the Bus Training Series and outings were received well by Kirkwood students and faculty.

Background Information

Kelly and Shanè presented How to Ride the Bus Trainings to the ELL Kirkwood students over Zoom through two virtual classes and took the students on the bus on a trip downtown.

The first virtual class introduced the public transit systems in Johnson County. This included where the buses go and when they operate. The students learned how to read a paper bus schedule using Iowa City Transit Route 5 as an example. Route 5 is the route that serves the school and the route we would be practicing on in-person. The students also learned where to buy bus passes and how to find transit information online and what phone numbers can reach transit customer service for support.

The second virtual class focused on the elements of riding the bus. Including waiting for the bus, getting on the bus, riding the bus and getting off the bus.

The following week, on the day of a bus outings, Kelly and Shanè went to Kirkwood and met the students and faculty. Gathered at the bus stop, bus passes and Photo Scavenger Hunt worksheets were administered to the students participating in the outing. Kelly and Shanè demonstrated to the students how to use the bus passes, and the instructions for the Photo Scavenger Hunt activity. Finally, instructors and students boarded the bus and departed towards downtown. Once the group arrived downtown, the students and instructors de-boarded the bus together and gathered at Clinton and Washington St. From there, the students began the Photo Scavenger Hunt activity that asked them to identify important signage and markers to reference concerning transit at the interchange. Students were asked to identify the different kinds of bus systems, such as CAMBUS, Coralville and Iowa City buses. Students were also asked to identify where they

JOHNSON COUNTY SOCIAL SERVICES - MOBILITY COORDINATION

should enter and leave the bus, as well as where to pull the stop request cord when the bus is approaching their designated stop. Once the scavenger hunt was finished, students and faculty walked over to the Iowa City Public Library where we were greeted by Sam Helmick and the library staff. (See Appendix A. Fig. 4.) Students were given a thorough tour around the library and offered a chance to apply for and take home a library card. A few students took advantage of this opportunity (See Appendix A. Fig. 1,2,5, & 7). Students were made aware of the "Ride and Read Program" offered through the library, which is a service that patrons can utilize up to 2 times a week. Patrons with a valid Iowa City library card may show their card to the help desk or staff member and get rewarded with a free bus ride pass that folks can use to take the Iowa City bus home. Students were also shown the location of non-English literature, technology and media available for them at the library, such as art they may check out (See Appendix A. Fig. 8) and computers they can utilize. After the library tour, students and instructors walked back to the downtown interchange and boarded the bus to get back to Kirkwood College together. Kelly and Shanè completed 3 bus outings this week, bringing along 46 students. (See Table 1)

Date	Class Time	Training Type	Number of Attendees	Totals:		
April 13	8am	Virtual Class 1	28	Virtual Class 1 Total =		
April 13	11am	Virtual Class 1	25	114		
April 13	6:30pm	Virtual Class 1	61			
April 20	8am	Virtual Class 2	25	Virtual Class 2 Total =		
April 20	11am	Virtual Class 2	22	100		
April 20	6:30pm	Virtual Class 2	53			
April 25	11am	Bus Outing	15	Total Students on the bus		
April 25	6:30pm	Bus Outing	18	= 46		
April 26	8:00am	Bus Outing	13			

Table 1.) Attendance of the trainings

Criteria

When developing the trainings for the ELL students, it was important to the Mobility sector of the Social Services to ensure that the material was coherent and comprehensible. Marwa Ibrahim, an ELL educator at Kirkwood College helped Kelly and Shanè tailor the language and delivery pace to be more accessible for the students and helped organize the dates and times of the outings. The training material hosted a variety of English written text andalong with a photo description. (See Appendix A Figure 12) Training material used photos of local buses and destinations.

A student's competency with English helped determine what level they fell under. The training accommodated a wide range of skill sets. Students who needed the most support with the material were placed in level 0, and the students who required the least support were placed in level 4. During the bus outings, a diverse set of people with varied language skills were considered. (See Table 2.) The training also helped serve people from a wide range of ages as well. Students that attended the training fell between ages 23-76 and were living in Iowa City or surrounding areas like Coralville (see table 3). Some of the languages spoken in the groups were languages such as French, Arabic, Spanish, Chinese, Vietnamese, Russian, Korean, and Portuguese. Majority of the student participants spoke French, Spanish and Arabic. (See table 4)

	8:30 bus outing	11am bus outing	6:30p bus outing
Level 0	4	0	14
Level 1	0	8	17
Level 2	4	0	10
Level 3	0	7	8
Level 4	5	0	0
Total:	13	15	49

Table 2. Demographics of the levels students belonged to.

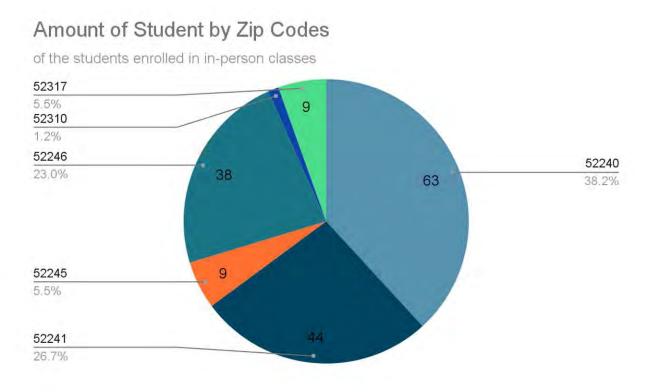
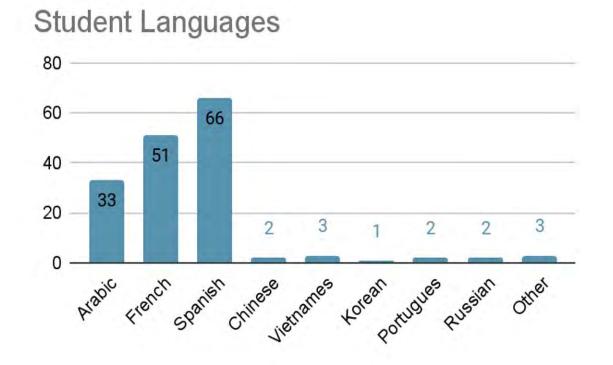
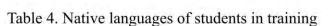


Table 3. Zip codes of training participants





Evaluation

The training was evaluated by surveys (See Appendix A; Fig.11) administered to the students on May 2nd. Kelly and Shanè went to Kirkwood college and distributed surveys to the classrooms. Instructors were able to assist any students that needed extra support completing the survey. 16 surveys were collected from the college. From looking at the data collected from the surveys, some general themes were identified. Many of the surveys revealed that participants who had taken part in the training rated the knowledge of the instructors highly, which means that the instructors of the training were perceived positively by the students. No students rated the training experience or the knowledge of their instructors below a score of 5. Other findings from the survey disclosed that students who took part in the training were also more likely to ride the bus. Out of the 16 surveys received, 12 surveys rated "How likely are you to ride the bus after participating in this training?" at a score of 7 or above. The positive attributes of the survey communicates to Johnson County Social Services that this training was practical for the target population and beneficial to their learning about public transit. Participants who took part in the survey are now more likely to utilize transportation services in Johnson County than they would've been, had they not taken part in the training.

The evaluation also revealed some discrepancies in how the material was observed. 6 out of the 16 surveys recovered from the data collection stated that the material or content of the training was less than easy to understand. When asked, "How would you rate the materials as being easy to understand?" 6 participants reported a score of 5 or below. These findings suggest that the training could be altered to accommodate ELL students who have basic or little competency with English. The limitations of the survey are that it was not translated in any other languages, so students who may have a difficult time comprehending English struggled to complete the survey without assistance.

Conclusions

We believe the training helped support ELL students and improved their understanding and comprehension of the training. The findings of the survey reveal that the students who participated in the Kirkwood ELL Bus Training Series gained useful information about how to navigate Johnson County Transit systems.

Recommendations

This training could better help serve the needs of the ELL students by ensuring that the material is friendly for people who may not have developed English skills. One comment from the evaluation survey when asked, "What can be changed or added to the training to make it better?" said that the training could be offered in a different language such as Spanish for an example. To help mediate these barriers in language, the mobility sector could include more language aids. Another comment from the survey affirmed that incorporating the video into the training was meaningful and helped "facilitate the experience". In the future, the training could benefit from including more accessible media and content. Such as including more videos and interactive polls/activities in the training. This would increase the accessibility of the content. To incentivize participation future training should allow students to keep their 10-ride pass after the trip to the library. This would encourage students to use Public Transit in Johnson County and overall increase the area's ridership. Additional community destinations should be considered to encourage participants to return to the training as it is offered in the future.

JOHNSON COUNTY SOCIAL SERVICES - MOBILITY COORDINATION

7

Appendices

Appendix A.



Fig.1.) Kirkwood ELL student holding up a library card.



Fig. 2.) Kirkwood ELL student holding up a library card.

JOHNSON COUNTY SOCIAL SERVICES - MOBILITY COORDINATION



Fig. 3.) Group photo of the attending Kirkwood ELL students at the library.



Fig. 4.) Here the students have arrived at the library and are greeted by librarian Sam and their team.

JOHNSON COUNTY SOCIAL SERVICES - MOBILITY COORDINATION



Fig. 5.) A Kirkwood ELL student with his library card.



Fig. 6.) A photo of one group from the outings, all are seen here together at the library.

JOHNSON COUNTY SOCIAL SERVICES - MOBILITY COORDINATION





Fig. 7.) A photo of a Kirkwood ELL student and her library card.



Fig. 8.) A photo of some of the students from the outing with the art they were able to check out from the library.

JOHNSON COUNTY SOCIAL SERVICES - MOBILITY COORDINATION



Fig. 9.) Group photo from the April 25th outing with instructors and students that attended.



Fig.10.) Kirkwood students on the bus.

JOHNSON COUNTY SOCIAL SERVICES - MOBILITY COORDINATION

Poor	-	-	oka	iy	_		ez	cellent	
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Fig. 11.) Survey that was administered to Kirkwood students who participated in the training.

Boarding The Bus 🛛 🔵 🔴	TRANSIT
► Check the scroll	
Ask the driver for ramp	Scroll
In the winter hold on to handrails	
Pay the fare using the fare box	
 Ask for transfer 	
Tell the driver where you are going	ramp

Fig. 12) Training Material Sample

ACLU of Iowa

<u>Menu</u>

Donate

STATEMENT ON CHALLENGED BOOKS AND TURNOVER AT VINTON LIBRARY

MEDIA CONTACT

Veronica Lorson Fowler, Communications Director <u>veronica.fowler@aclu-ia.org (mailto:veronica.fowler@aclu-ia.org)</u> Cell: 515-451-1777

JULY 12, 2022

The following statement can be attributed to ACLU of Iowa Executive Director Mark Stringer:

"Public libraries were founded on the principle of making ideas and information available to all, regardless of income or geography. Libraries like the one in Vinton have an important role in the community."

"It's disturbing that, across our state, we are seeing vocal groups of people trying to shut down access to certain books and ideas in libraries because they don't want other people to read them. Our country was founded on the ideal of free and open access to ideas and knowledge. Government institutions, like public schools and public community libraries, have a legal obligation under the First Amendment to not censor materials simply because some community members don't agree with the viewpoints in those materials. Free societies read freely." Agenda Item 5B-20 "We stand by the LGBTQ community in Vinton and the public library that serves them and all Vinton residents. We encourage the library to continue in its mission to provide materials, free from bias on the basis of viewpoint—regarding political parties, sexual orientation, or gender identity—or any other issue or topic." Development Office Report Prepared for the Board of Trustees Iowa City Public Library by Patty McCarthy, Director of Development July 28, 2022

Thank You

Every financial contribution given to the Iowa City Public Library Friends Foundation (ICPLFF) shows how much our generous community wants to help the Iowa City Public Library continue to excel. Amazing library love comes in with every gift. Thank you to everyone who donates!

During the fiscal year which ended on June 30, the ICPLFF raised more than \$366,000 for the Library. That is the unofficial gross income total. This success is due to the great ideas and enthusiastic work of the community volunteers who serve on the ICPLFF Board of Directors and its committees, as Book End volunteers, and as ICPLFF Corporate Members. All work together with Library Development Office staff in a wonderful partnership.

The chart below looks at a portion of the gross income total. It focuses on undesignated gifts which can be spent on what's most needed by the Library. Undesignated funds primarily come from asking donors to give, and inviting support of ICPLFF special events. The ICPLFF annual budget is based on the total of undesignated gifts received in previous years.



Fiscal Year	Annual Fund Total	Annual Change	Average Gift	Number of Gifts
FV2022	¢270,020	Up 40%	¢224	1 212
FY2022	\$279,620	\$80,308	\$231	1,212
FY2021	\$199,312	Up 7% \$13,737	\$170	1,173
FY2020	\$185,575	Up 7% \$11,861	\$165	1,128
FY2019	\$173,714	Down .4% \$770	\$157	1,105
FY2018	\$174,484	Up 3% \$4,666	\$146	1,196

Undesignated gifts

And My Thanks to You

It has been my joy and honor to work with each of you, your predecessors, our donors, and current and past library staff as the Library's Development Director for nearly 18 years. This is my last report to you before I retire on August 19. As a library user in every place I've lived, I believe that the Iowa City Public Library is the *best*. It's been amazing to connect with so many people who agree and give a lot of time, talent, and treasure to ensure its continued excellence. Thank you for the fun opportunities and for sharing your expertise, care, friendship, and support with me through the years. I look forward to continuing to hear about what you're reading when I see you again!

With heartfelt gratitude,

Patty McCarthy

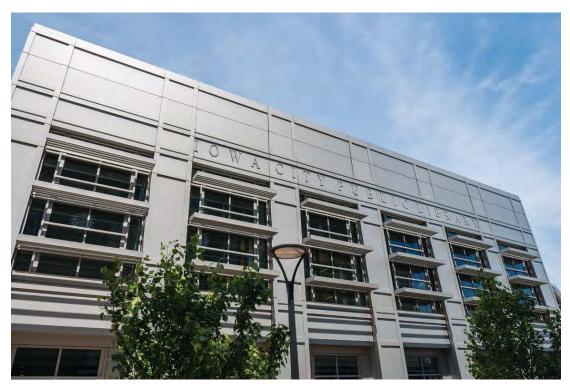


The Iowa City Public Library Friends Foundation will generate private resources to support the Iowa City Public Library.



Iowa City Public Library stops charging overdue nes

Posted on Jul 1, 2022 by Paul Brennan



The Iowa City Public Library, 123 S Linn St – Jason Smith/Little Village

The Iowa City Public Library will no longer charge fines for overdue books or other materials.

ICPL eliminated overdue fines on books for children and young adults in May 2019. Now that no-fine policy will apply to everything on loan at the library.

"Creating financial barriers to public library use is counterproductive and goes against the Library's mission to encourage more use, not less," ICPL Director <u>Elsworth Carman</u> said. When fines for <u>kids and</u> <u>teens were canceled</u>. "We want to remove barriers that stop people from using the Library, and we're pleased to have the support of the City of Iowa City council members and our Library Board of Trustees to do so."

As ICPL noted in a statement on Friday, overdue fines disproportionately affect lower-income library users, and discourage them from accessing available resources.

The movement to end fines to make libraries more accessible has been

building around the country for the past decade. In 2020, the Metro Library Network in Linn County, which is made up of the public libraries in Cedar Rapids, Hiawatha and Marion, <u>eliminated fines</u>. Libraries in West Liberty, West Branch and Ely have also gone finefree.

ICPL's new policy took effect on Friday, July 1, the beginning of the new fiscal year. It does not, however, offer amnesty to those who had a guilt-inducing stack of overdue books as of June 30.

"The Fine Free change is not retroactive and does not eliminate unpaid fines that patrons already had on their Library accounts prior to the change going into effect," ICPL said in its statement on Friday. "Cardholders will still be responsible for fines assessed prior to the change."

Clocking Out for Good: The Great Resignation's Impact on Local Government

Employees are quitting in record numbers. How can local governments keep them around?

By Jessie O'Brien | Jun 01, 2022 | PM MAGAZINE - ARTICLE

Over <u>38 million workers</u> left their jobs in 2020, and the quit rate continued into 2021. More than 4.5 million Americans left their positions in November, an all-time high. The employee-employer dynamic shift affects every industry. But The Great Resignation's impact on local government creates unique issues. It has many rethinking how they operate.

Allyson Brunette is one of the many who put in her two weeks' notice after nine years in local government. Pandemic-related staff shortages led to burnout that crept into her home life. She stopped doing all the things she liked-cooking, walking the dog, sleeping, and being, you know, hydrated.



"Even though I know I should stop mainlining coffee and have a glass of water, am I doing it? No," she said. Caffeine became essential to keeping up with an extraordinary workload at an extraordinary pace. The work itself didn't change, but the volume did. "It was affecting more than my 9-to-5. It was my whole 24 hours," she said. Eventually, Brunette left for good.

Fields feeling the most pressure from the pandemic, like hospitality, retail, and healthcare, are seeing a drastic decline in workers. But people are leaving the workforce across the board. In local government, job applications dropped off an alarming 32 percent over the past two years, reports Route Fifty. And according to the Rockefeller Institute, quit rates nearly doubled from 2010 to 2020.

Why Workers Are Leaving Local Government

Benchmark data from National Research Center at Polco gives insights as to why. The National Employee Survey (The NES) measures the local government workplace based on employee opinions. This nationwide database shows what matters most to job satisfaction.

Survey results point to work-life balance, morale, and fair compensation for why people are quitting in local government.

According to The NES, a meager 39 percent of respondents believe they are fairly compensated for their level of performance. Only 55 percent feel appreciated for their work. And while 65 percent report positive staff morale, this means 35 percent reported fair or poor ratings. Addressing these areas could help prevent burnout.

Unfortunately, local governments don't have the same agility as private businesses to curb dissatisfaction. "Unlike the private sector where you can modify the work you take on to fit your team, the work isn't optional in local government," Brunette said. "It's either there, or it's not. There is a baseline level of services that you need to provide your residents, regardless of what your staffing levels look like."

Former city manager and CEO of local government executive recruitment firm SGR, Ron Holifield, has been busy. He and his team are working to fill a record-level of 100 positions due to a convergence of issues.

In local government, Holifield said the staffing gaps come from the spike of boomers who traded in their loafers for pickleball sneakers and finally retired. COVID-19 and partisan politics exacerbated the issue.

"They are tired of the political abuse, and they are tired of hatefulness among citizens," Holifield said. "We've basically been in fight-or-flight mode since the pandemic began, and so it's just wearying."

Holifield describes many government workers as people who "want off the treadmill, but they don't want to quit." Some emp Agenda Item 5D-3 especially parents, are making backward moves for a lighter workload. Number two positions are unwilling or underprepared to take on more demanding roles, leaving more vacancies in upper management than a seedy roadside motel.

In a recent <u>Politico interview</u>, White House Labor Secretary Marty Walsh said, "Everyone talks about the Great Resignation, and I think what we've seen there is not necessarily resigning from work but resigning from their jobs—a job that was not fulfilling enough for folks."

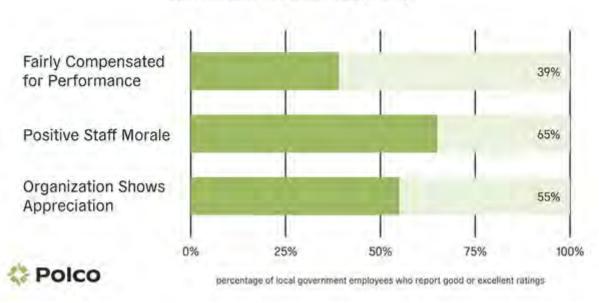
People are seeking more enrichment, more family time, or are taking the chance on entrepreneurship. That's what <u>Brunette did</u>. She started her own government consulting company and can now walk her dog any time she wants.

"If the pandemic has taught us nothing else, it's that life expectancy is not a guarantee. I don't want to live for 65. I want to squeak some joy out of it in my 30s," she said.

Today, local governments need to fill 928,000 jobs, reports the Rockefeller Institute. And there are over 10.9 million job openings total, according to the <u>Bureau of Labor and Statistics</u>.

The Great Resignation gave private-sector employees leverage to ask for flexibility, better benefits, higher pay, and remote work. But some of these changes are at odds with how many governments typically operate. The optics of government employees staying home may look bad to the public eye. That's why so few municipalities have embraced remote work. But Holifield and Brunette disagree with the resistance to new normals.

"Local governments that are not willing to change how they think or get outside of the box are going to have an increasingly difficult time recruiting," Holifield said. "Because the best and the brightest are just saying, 'No I am not willing to work the way my father did or my mother did. I am going to have a balanced life."



Indicators for Staff Retention in Local Government

Data from Polco's The National Employee Survey"

Surviving Local Government Staff Shortages

Government positions possess a valuable quality: a meaningful job experience. Eighty-four percent of The NES respondents feel positive about working for local government, and 86 percent said their values align with their work.

But meaning isn't enough with all the stress that comes along with government careers. Brunette and Holifield say local governments need to embrace change if they want to retain high-performing staff members and survive the Great Resignation. "The whole system that has been based on longevity—accruing benefits over time—has been thrown out the window," Brunette said. It's one reason why Holifield predicts flex scheduling and benefits are on the horizon.

Flexible scheduling is exactly what it sounds like, a life without a rigid time clock. "Flex benefits" refers to different job perks for people at different phases in their life. For instance, parental leave isn't useful for empty nesters. But time off to take care of an aging parent is valuable.

Holifield also predicts there will be more contract work, job sharing positions, and other creative solutions. Job sharing allows two or more people to tackle the same position so they can work fewer hours. Parents with kids can continue to work and take on a carpooling shift.

Brunette points out that local governments may be able to fish from a bigger hiring pond if they embrace remote work. Rush hour isn't so bad for staff who are not required to commute every day.

Beyond reshaping the job itself, Holifield strongly suggests local governments change the descriptions on their job postings to create more latitude. "If you say 'must have' [on a job posting], you're putting artificial barriers in place, and you're gonna shrink the pool even further," he said.

How Data Can Help Employers Retain Local Government Staff

"Having a data-driven approach to identifying problems, and understanding what's important to folks, is valuable so you can increase that engagement before issues arise," said co-creator of The NES and Polco's vice president of innovation, Michelle Kobayashi.

She's helped local governments leverage public and employee opinion for more than 30 years. "Being preemptive instead of reactive is always better," she said.

To successfully improve retention, local government employers must first quantify the problems turnover causes. They must then find the source of the issue and develop a tailored retention strategy.

Employee surveys like The NES are effective in collecting the necessary data to create an informed plan. The survey unveils employees' feelings toward their job—the good and the bad.

"Some people will not do employee surveys because they are so afraid of results. But just because you don't measure dissatisfaction, doesn't mean it doesn't exist," Kobayashi said.

Kobayashi said governments often see surveys as an excuse for employees to complain or ask for more money. But they may be missing the point when money isn't the main driver behind job satisfaction in local government.

"I've found compensation is important, but often there are a lot of other levers that organizations can pull to increase employee engagement that doesn't rely on compensation," Kobayashi said.

Those levers include adjusting job descriptions and allowing more overall flexibility with benefits, hours, and remote work. And considering how many government employees feel underappreciated, a little recognition could go a long way.

The NES reveals what stressors impact employees the most, so managers can find and prioritize the best solutions. The survey results can be key to helping retain and attract skilled employees.



JESSIE O'BRIEN is a copywriter for Polco/National Research Center.

Originally published at https://blog.polco.us/great-resignation-local-government.

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2022 Urban Library Trauma Study



Agenda Item 5D-5

Final Report

Urban Library Trauma Study

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Urban Library Trauma Study

Final Report

The Urban Library Trauma Study is a partnership between the New York Library Association, Urban Librarians Unite, and St John's University.



The views, findings, conclusions or recommendations expressed in this report do not necessarily represent those of the Institute of Museum and Library Services.

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A project the size of this study is never completed alone. We are grateful for the support of the many people and organizations who have provided support and advice through this process. We are particularly grateful to the current and past board members of Urban Librarians Unite, the eternally patient staff at the New York Library Association, Kevin Rioux at St John's University, and Sarah Fuller at IMLS.

The time, labor, and creativity of our research fellows has been essential to this project. They are amazing, self motivated and incredibly patient, if you have read this far you should hire them for <u>all</u> the jobs.

Finally, we are grateful to everyone who contributed to this project, by filling out the survey, joining our focus groups or participating in the forum. Thank you for your time and emotional labor. We know how much you have given of yourselves for this project. Thank you for being willing to join us to create a better culture around trauma in urban public libraries. This report wouldn't exist without you.

Forum Participants

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Introduction

This report was birthed in trauma. The idea came from the researcher's experiencing trauma in their own library work and looking at how it was impacting them as managers. As they talked with friends and colleagues across the library profession, their experiences were chorused back to them as people shared their own experiences and long term impacts. The initial grant application was written as COVID-19 hit New York and just days before our libraries shut down. The study was delayed and redesigned due to the pandemic. At the same time we saw entirely new areas of trauma as COVID-19 disrupted entire swaths of our society, libraries included.

The origin of this study was library trauma from before the pandemic, but any study of this kind has to be reflective of the time of its creation. We witnessed entire systems within our profession crack and often fail. We saw the worst in ourselves and the best in others, and the other way around, and back again. Fundamental structures of trust in our institutions were tested and a glaring light was shone on endemic injustices in how our colleagues of color are treated.

This study was designed, researched, and written by and for frontline urban public library workers. We spoke from a common core of trauma and shared experiences. These shared experiences were essential to the trust needed for many of these incredibly raw conversations. People throughout the study spoke to the importance of seeing others like themselves, that they were not alone, that what happened to them was not their fault, that their experiences mattered.

As we spoke with library workers during the study we realized that nobody had recorded the full scope of the problem. It is literally an issue throughout people's entire professional lifetime from grad school through to retirement. Over the course of two years we had dozens of conversations with urban library workers from cities of all types and sizes from across the United States. This study is the result of their shared lived experiences. So often in the course of the study participants told us that they thought that they were the only ones experiencing a difficult event or having a particular stressor in their library. This document is a testament that they are not alone.

If awful things have happened to you while you worked in libraries we are sorry that those things happened to you. It wasn't your fault. It could have happened to anyone and unfortunately it probably has. We can work to make things better together. Thank you for reading this report and for being engaged in the work of making our libraries safe, better, and happier places to be for everyone.

Please note, portions of this report can be difficult to read. The Survey and Focus Group sections contain raw and difficult images and experiences. Please pace yourself.

Methods

The end goal for this study was to build a framework for addressing and mitigating workplace trauma for library staff, so we worked to organize the study in a way that would center the experiences and perspective of affected staff. We chose design thinking as the most appropriate method for intense community involvement.

Design thinking is a community and user focused process for problem solving. It is best used for addressing ambiguous problems, as well as complicated problems with a lot of stakeholders who aren't necessarily acting in predictable ways. Trauma in library work is absolutely an ambiguous problem, there is no one solution to it, and addressing it will need to involve the work of a wide variety of stakeholders.

We committed to developing a study based loosely on the principles of emancipatory research, and structured it using design thinking methods. This allowed us to set up the study in a way that allows for meaningful codesign, and centering the experiences of public facing urban public library workers. Library staff are the experts on their own experiences, and by ensuring that their voices were the main driver of the study we ultimately created more meaningful solutions.

The design thinking process is broken down into five stages; understand, define, ideate, prototype & test, and implement.

Understand - The first stage of the design thinking process is gaining an understanding of the issues at hand and finding ways to empathize with the affected community. This often includes research, interviews, and surveys.

Define - The define stage is where participants decide which problems they want to address. What is the actual problem? Is it deeper than just an adverse event? How many stakeholders are there? Who are they? What is the underlying world view that allows these conditions to exist?

Ideate - In this stage, participants come up with as many ideas as possible, and then begin to narrow it down. Think of it like throwing spaghetti at the wall to see what sticks. If you want to have anything sticking to the wall at the end, you'll need to throw a lot of spaghetti.

Prototype & Test - Here, participants build very simple prototypes of their ideas, then test them with their colleagues and users, seeking feedback on how they can be changed and improved.

Implement - The prototypes that seem most feasible, and best meet the defined needs, are then implemented. This remains an iterative process with many opportunities for feedback and change.

The study was organized in four phases; a literature review, survey, focus groups, and national forum. The first three phases combined to be our "understand" stage of the design thinking process, and were intended to provide supporting information to the forum participants. These materials were provided to the participants in written form and during a virtual pre meeting where they could ask questions or clarify their understanding of the research done to that point.

The fourth phase was a three day design sprint that comprised the next three stages of the design thinking process; define, ideate, and prototype & test. During the forum in March 2022, participants worked in teams to build the ideas that form the basis of the recommendations. As they followed the process, they arrived at a consensus around which problems they would most like to solve, created a large number of ideas, narrowed those ideas down, created basic prototypes, and tested them with their colleagues. Those prototypes are the posters you will see later in the report.

The last stage in the design thinking process is implementation, and that comes next. Using the prototypes from the forum we have created a series of recommendations for moving forward to create a new professional culture. A culture that is based in meaningful staff involvement, praxis over theory, and real models of community care.

Literature Review

Introduction

The perception of public libraries as quiet places where people read in silence has caused problems for library workers. First, there is a lack of awareness of the reality that while libraries are open public spaces and create the social infrastructure needed to have a society, this creates opportunities for stress and trauma. Second, the perception of libraries as quiet silent spaces of study leaves libraries with a lack of resources and solutions for the trauma that can come with working with the public.

The Urban Library Trauma Study aims to create a practical framework for mitigating trauma in the urban public library workplace. This is accomplished by involving public service library workers in a multi-day forum where they used the information put together from this literature review, surveys and focus groups to inform their work. This literature review serves two purposes - it looks at the scholarly work already done in the area of library science, while also looking at research on this topic in similar fields so that participants can draw from those resources in exploring how to address the issue of workplace trauma in libraries.

Approach to the review

While the library science field has started to look seriously at trauma in public library work, the scholarship around the issue is not as deep as in related fields. This literature review looks at resources in the library science field while also drawing from related fields like health care, education and social work. In addition to looking for scholarly articles on the topic of trauma in the workplace, we also collected and analyzed news stories about potentially traumatic events in public libraries.

Themes

Several themes arose during the review of the literature. First, it reinforced that which our lived experiences had already shown to be true - libraries have a problem. There is indeed a documented issue of staff trauma in public library work. It exists, and needs to be acknowledged. Furthermore, there is no systemic approach to solutions. A broad look at the literature finds piecemeal attempts to solve burnout and trauma through self care, boundaries, and mindfulness. The area of trauma informed library services comes closest to acknowledging the depth of the problem, but even then mostly addresses it in the context of providing a new paradigm of service to the broader community.

The themes we identified during our review of the literature include;

- The existence of trauma in public library work
- Self care and mindfulness
- Deescalation
- Mission creep and vocational awe
- Institutional responsibility
- Secondary traumatic stress (STS)

Findings and Conclusions

Key Takeaways

- Every person has a right to a safe workplace, yet public librarians are not given these protections (Jordan, 2014) (Ettarh, 2018).
- Societal issues like homelessness (Dowd, 2018), racism (Helm, 2015), violence (Green, 2005), and homophobia (Felice, 2019) are part of the public library landscape and they must be acknowledged (Reynolds, 2010) (Hallquist, 2011).
- Witnessing and experiencing violence is increasingly becoming the norm in public libraries (Green, 2005) (Cullen & Hayes, 2012) (deGrandpre & Wang, 2017) (Skipworth, 2020) (Bell, 2018).
- Librarians are being forced to do the work of social workers and they are developing secondary traumatic stress (STS) as a result (National Child Traumatic Stress Network, 2011) (Center for Advanced Study in Child Welfare, 2012) (Becker & McCrillis, 2015) (Jordan, 2014) (Mele, 2016) (Ford, 2019).
 - This stress and trauma is leading to burnout in librarians (Lindén, Salo, & Jansson, 2018) (Peet, 2021).

Secondary Traumatic Stress (STS)

To expand, secondary traumatic stress "...also known as secondary trauma, compassion fatigue, or vicarious traumatization, is beginning to be recognized in some disciplines and professions as a significant occupational hazard" (Sloan, Vanderfluit, & Douglas, 2019, p. 1). STS has been primarily associated with nurses (McGibbon, Peter, & Gallop, 2010) and social workers (Center for Advanced Studies in Child Welfare, 2012), but in recent years there has been an increased discussion of STS and librarianship (Lindén, Salo, & Jansson, 2018). Current research on STS and libraries is fragmented and in deep need for future study. This is likely due to the lack of awareness of STS and how it appears in the field and is a major hole in the literature.

How other fields are approaching Secondary Traumatic Stress

It is vital to examine how other fields like medicine and social work are dealing with secondary traumatic stress, to inform how libraries may deal with it going forward. While these fields differ from librarianship, they share a similar form of trauma due to the nature

of dealing with people, serving communities, and lacking resources. But what makes these fields more able to deal with trauma than libraries? The social services industry has a strong infrastructure around STS and has strong ties to clinical and therapeutic psychological frameworks (McGibbon, Peter, & Gallop, 2010) (National Association of Social Workers, 2013). Burnout is a notable cause of high turnover in the social work field, so there is also an incentive for the industry to acknowledge and address this phenomenon (Knuckey , Satterthwaite, & Brown, 2018), but this same awareness does not currently exist in libraries. While literature connects library issues to social work and draws the connections needed to show how STS protocols are useful/critical for library workers (Sloan, Vanderfluit, & Douglas, 2019), there is still a hole in the literature. This gap fails to account for the fact that urban libraries provide a lot of services for free that are not available anywhere else and whether that represents critical, fundamental gaps in the social safety net.

How the issue specifically affects library workers

"The first step in dealing with a problem is to identify the parameters" (Jordan, 2014, p. 303). The stressors present in libraries such as excessive workload and deteriorating facilities can be solved with very little effort (Jordan, 2014). "The more challenging tasks are some of the most common and highest-ranked stressors: problems with managers, problems with co-workers, and the workplace environment. Addressing and solving these problems will mean that some people have to acknowledge their actions are causing stress to others, and then to be willing to change those actions" (Jordan, 2014, p. 304). Additionally, the precarity of the job market must also be acknowledged as a form of trauma (Hahn, 2019).

When the stress librarians feel goes unaddressed and untreated there are high incidences of burnout (Jordan, 2014). Compassion fatigue is another major issue for librarians. "Compassion fatigue affects those who enter the helping professions, including librarianship, precisely because these are the people most likely to put themselves in the place of others, to feel compassion and empathy for those they help" (Katopol, 2015, p. 2). "Burnout is not a condition which will reverse itself quickly or easily. Librarians experiencing this problem may need professional help to get past it, from an Employee Assistance Program (EAP) or a qualified therapist" (Jordan, 2014). Others believe that issues related to burnout and compassion fatigue can be solved by librarians having a space to vent to people that are empathetic to their experiences and lessening duties at home (Katopol, 2015).

"I'm Not a Social Worker": An Information Service Model for Working with Patrons in Crisis proposes a framework for reference librarians to identify and serve the information needs of patrons in crisis.

"The model presented in this article seeks to provide support for relevant reference work by identifying specific strategies for interactions with patrons in crisis situations. The underlying assumption is that relevant reference work serves individuals more effectively than refusing their information needs. The ambiguous region between librarianship and social work needs to be embraced as a means of helping high-need patrons. Information-and-referral programs are useful, but they are not complete services. Each strategy in this model helps individual librarians find their own patron-centered service outcome" (Westbrook, 2015).

In this article introduces the tension within librarianship of serving persistently under-served populations while specifically not being trained for addressing trouble outside the immediate realm of information services. As evidenced by many anecdotal news stories, homelessness plays a large part in difficult situations which arise in public libraries, and *The Librarian's Guide to Homelessness: An Empathy-Driven Approach to Solving Problems, Preventing Conflict, and Serving Everyone* provides several useful tools in navigating these situations. Because homelessness is exacerbated in urban areas, this text is especially useful for urban public libraries and their staff, to ensure library staff are well equipped to handle the complex issues that arise alongside homelessness. As can be found in many of the news articles describing traumatic events in public libraries, the opioid epidemic has a large part to play in the security (or lack thereof) of the public library. *Libraries and the substance abuse crisis: Supporting your community* provides helpful information for staff that are navigating this issue, which is especially prevalent in urban environments. This includes directly addressing library security, helping staff to better understand addiction and how it functions, and organizational approaches to this issue.

The case for trauma protections for urban libraries

To date, there has not been any attempts to validate reasonably abundant anecdotal evidence describing traumatic violence in libraries quantitatively and on a large scale, based on our preliminary review of available resources. However, we did find sources that, when looked at together, corroborate what cannot currently be confirmed more scientifically. For example, Saulny & Culotta's 2009 New York Times article connected increased crime and friction in libraries with the economic recession. This artical not only speculates about the relationship between material conditions in communities and increased usage and tension in libraries, but also made explicit that the American Library Association does not track incidents in libraries. Neither do crime statistics. What is the viability for the tracking of incidents in libraries through a participating network of institutions/librarians? Does the industry even want these statistics to exist?

Lynn Westbrook's 2015 article in *Library Quarterly* outlined a framework for reference librarians serving patrons in crisis and draws from social work practice. To set up her framework, she begins by examining librarianship's historical treatment of structural issues affecting patrons' lives. In this she cites literature that argues for expanded understanding of libraries' roles and services, research on common troubles faced by library users (e.g. homelessness). Additionally, she refers to the activities of the ALA's Social Responsibilities Round Table in the 1990's regarding hunger, homelessness, and poverty. If patrons are so broadly understood to be navigating traumatizing circumstances, then extreme trauma is ever present in the library even prior to a major incident.

Patricia Katopol's 2015 article, "Enough Already: Compassion Fatigue", touches on building support mechanisms for library workers experiencing compassion fatigue, both in leadership and those reporting to them. Kaetrena Davis Kendrick in 2021 published a qualitative study on low morale in public librarianship, which provides quotes of participants' narratives that in some cases detail traumatic events. While these are framed as examples of various kinds of abuse experienced in libraries, it fails to specifically address trauma or trauma response. Rather, it centers discussion around measures that react to abuse, including greater collaboration with the social work field, rather than looking at the root issue - trauma.

Finally and perhaps most obviously, the recent prominence of literature recommending the application of a trauma-informed approach to librarianship is one of the strongest arguments promoting the need for rigorous trauma responsiveness in libraries from an organizational perspective. Social work literature frequently refers to the well-established phenomenon of "vicarious trauma" and documents its damaging effects. Explicitly connecting the dots between library literature's stated need for a trauma lens and the social work field's acknowledgment of the risks of vicarious trauma is one of the most important things this study can accomplish.

Survey

Introduction and Process

The ultimate goal of the survey was to collect information that could be used by forum participants to inform ideas for potential solutions to the issue of workplace trauma in urban public libraries. The survey questions were drafted to draw out the broader trends of adverse experiences and trauma in libraries, while also eliciting descriptions of events and impacts on public service staff. Questions were selected for the survey based on preliminary results from the literature review and the lived experience of the researchers. All questions on the survey were optional.

The survey was distributed as a google form between August 7 and September 29, 2021. In an attempt to reach as many people as possible, the survey was distributed via Urban Librarians Unite's social media platforms, the state library and associations listservs that we had permissions to post on, sent to the ULU mailing list and posted on ULU's website. We received 568 responses, of which 435 were from urban public library staff.

Once the survey responses were collected, research fellows filtered out rural, suburban, academic, school and special library responses as out of scope. While those libraries are also exposed to many of the same issues, this study is narrowly focused on urban public libraries. We then coded the responses to the narrative questions to allow them to be quantified and shared more easily, and redacted identifying information in the narrative responses. The research fellows then created data visualizations of the responses to each question.

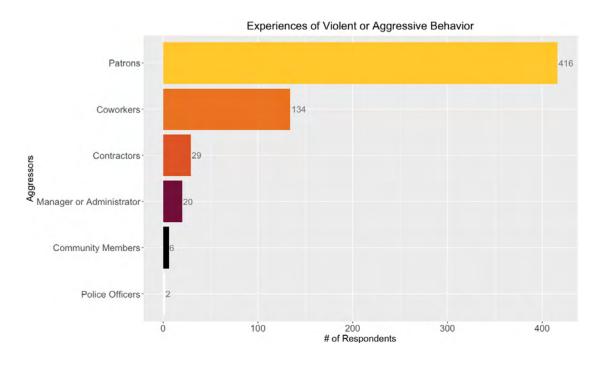
Survey Questions and Results

We have created a document of the survey data presented as summaries and visualizations which you can use to start getting a broad idea of the scope of the issue. Both the survey questions and visualizations are available in the appendices of this report. Trauma in urban public libraries is a complex issue that is difficult to fully measure in a survey, so we used the survey results to inform our focus group facilitation where we were able to go more in depth on the issues presented in the survey.

Summary of the Data

Survey respondents represented a wide spectrum of urban public library workers from pages to executive directors, with half of the responses coming from librarians. Responses were predominantly from individuals who self-identified as female (78%) and they came from all across the United States. Respondents were also generally well-established in their fields (with the majority of respondents having worked in libraries for at least 5-10 years) and they overwhelmingly indicated that, in general, they feel daily stress at their libraries.

In terms of how physically safe respondents feel at their library workplaces, responses were almost evenly split between feeling not at all safe in their libraries and feeling very safe in their libraries. The majority of responses (68.5%) indicated that the library worker had experienced violent or aggressive behavior at their libraries from patrons, but a significant percentage of responses (22%) indicated that they experienced violent or aggressive behavior from their coworkers.



Question 9: Experiences of violent or aggressive behavior

Respondents frequently said that they felt supported by their colleagues during difficult work situations, and that many of their colleagues had shared their own workplace trauma experiences with them at some point. Survey data indicated that traumatic experiences happened frequently for many respondents, and that many of the incidents involved verbal abuse, physical assault or abuse, or harassing or inappropriate behavior. When these situations arose, respondents were most likely to receive help from their coworkers, security personnel, or police. Although a majority of libraries do offer some sort of workplace mental health resources (64%), only 20 respondents out of the data set of 435 specifically indicated that they had actually utilized any available resources.

When asked to describe workplace trauma in the library in their own words, responses centered on fear, danger, violence, aggression, mental illness, and noted the frequency of these events. When asked to describe what would help respondents to better address workplace trauma, responses revolved around creating a supportive environment at work, addressing staffing issues, providing training and education for workers, and increasing the

overall safety and security of their buildings. Of the 255 respondents who chose to describe a specific traumatic experience, they once again described experiences involving verbal abuse, physical assault or abuse, harassing or inappropriate behavior, situations relating to drugs or alcohol, sexual assault or harassment, secondhand trauma experiences, or situations involving a person's mental health.

Themes

Analysis of this survey did not aim to draw decisive conclusions from the data - that was what our hope was for the collaborations that would arise during the forum. However, after analyzing over 400 surveys from urban public library workers across the country, there were certain themes that stand out. What was surprising about the survey responses was that although many of the incidents of trauma in the library were directly related to larger culture issues that stem from *outside* of the library (e.g., racism, sexism, substance abuse, etc.), the trauma that was incurred by many respondents was often a result of how the situation was handled *inside* of the library. Respondents frequently described situations where staff were not supported during or after an incident, where they were made to feel forgotten, neglected, were not believed by managers or administrators, where they were frustrated by the lack of communication and understanding, or the inconsistent or unequal application of policies and procedures. The predominant themes of survey respondents revolved around library power dynamics (e.g., communication between organizational levels, decision-making power, administration being out of touch with everyday library work, etc.), having (or not having) a supportive work environment (e.g., support from management, administrators, and coworkers, space to speak openly and honestly, incident debriefing, proper training and education, etc.), addressing staffing issues (particularly by increasing the number of staff and security personnel), and creating worker-centered library policies and procedures (e.g., streamlined and equally applied incident reporting, timely follow-up to incident reporting, quicker resolutions to worker complaints or concerns. etc.).

Respondents reported feeling that library administrations would not back them up and support them in stressful situations or harassment. In some cases, respondents reported that their experiences were downplayed or overlooked. In one such case a respondent reported that a patron had aggressively approached a staff member while drunk on multiple occasions shouting at them, the response from their director was as follows,

"What was totally astounding was that after this, the library Director was angry at ME, and told me that every customer deserves a "fresh start every day" and that if I had only stood there and talked to him instead of walking away, the man wouldn't have been angry. He told me it was "poor customer service" to walk away! I was still technically on my dinner hour when this happened, so I was excused "this time" but admonished that I had to serve this man in the future." - Survey Respondent 66

Several respondents reported being expected to deal with weapons in the library as though it was a normal event. They expressed feeling unsupported by library administration, which triggered long term effects for the workers.

"I've had a teen patron pull a gun on me and physically assault a colleague. I felt like it wasn't taken seriously by library administration. I still have nightmares about it two years later."

- Survey Respondent 131

"We have had multiple patrons come in with weapons, everything from large sticks to guns and knives. We try to call the police as little as possible so that everyone feels comfortable in using the Library, but when this sort of thing happens we need to protect staff and other patrons. Frontline staff are having these very disturbing confrontations, and at the same time are getting push back from the Library Administration about calling the police. We need to support our staff better in these situations and not make them feel like they did something wrong for calling the police to remove someone with a weapon after they have asked the patron to leave and they have refused."

- Survey Respondent 359

Some survey respondents reported experiencing long-term stress from not having the power to help patrons or meaningfully intervene in dangerous situations.

"I responded to an overdose at the library, which I had trained to do on my own time. There was narcan on site for security officer use which I administered. I also called our security dispatcher for back up. The security officer who arrived was aggressive with me and the person who overdosed. Afterwards he followed up to complain that I was interfering by continuing to interact with the person who overdosed after he arrived. The narcan was then removed from all buildings without onsite security because non-security staff were not authorized to use it. I felt competent to handle the emergency response but completely traumatized by the institutional response." - Survey Respondent 204

"Once there was a naked man in the bathroom. He was an older gentleman who must have had a medical situation and found himself covered in feces. He was trying to clean himself off. At the time, there was a security guard stationed in our building. The security guard asked the man if he needed medical attention, but he declined. When I wanted to call, I was told that I wasn't legally allowed to.."

- Survey Respondent 84

It can also be stressful not to be able to assist with regular patron needs outside of a violent or medical context. Respondents reported experiencing second hand trauma in communities with high needs and low resources.

"Even though the physical events towards us are traumatic, we also experience second hand trauma through the lives of our patrons. We witness our community members struggle through poverty, homelessness, drug abuse, mental illness, and oftentimes we do not have the resources to help them. As a library staff members it can be stressful to not be able to help patrons in need and even more stressful to punish patrons for something beyond their control (i.e. asking them to leave for the day because they are carrying too much luggage, sleeping on property, or causing a disturbance due to mental illness)."

- Survey Respondent 93



Question 16: What are the three things that would help you in your place of employment when it comes to avoiding, experiencing or dealing with workplace trauma?

A supportive environment was one of the most frequently identified supports that would help with traumatic events. 19% of respondents said that it would be helpful, and yet it's not the current reality. While respondents reported being supported by their immediate colleagues, many respondents reported feeling unsupported by upper administration. This was also identified in the responses to question 13 on the survey. 83% of respondents reported receiving support from a colleague during a tough situation at work, and only 11% stated that colleagues were not supportive.

"Based on my position, I am often the one who is called in to deal with the difficult situations. When this happens, other staff step in to 1. Control any crowd that may be forming 2. Call law enforcement when needed 3. Check in with me afterwards to make sure I'm ok."

- Survey Respondent 84

"Having the administration acknowledge it. Many times things happen to staff and admin ignores it and doesn't share any information to help others avoid it or words of comfort." - Survey Respondent 105

Conclusions

As noted in the literature review, libraries have a problem with stressful events and how we handle them as institutions and as a profession. While the existence of libraries and the dedication of librarians alone will not be able to stop endemic cultural problems such as racism, sexism, and homelessness, it is clear from the survey responses that there is plenty that can be done internally within libraries to reduce the traumatic impact that library work has on library workers. If libraries were to choose to tackle any one of these predominant themes, it is very likely that the trauma experienced by public library workers would be greatly diminished - even if the root causes of the traumatic events themselves may be uncontrollable.

Focus Groups

Introduction

In order to gain a deeper understanding of the issue of workplace trauma in urban public libraries we followed up the survey with a series of focus groups. The focus groups enabled us to have conversations that dove more deeply into the areas of concern raised by the survey.

Process

The Covid-19 pandemic necessitated moving the focus groups onto Zoom rather than holding them in person. Researchers facilitated 6 focus groups during the week of September 27th, 2021 with a total of 58 participants. Each focus group was conducted by video conference and was approximately one hour long. Participants were drawn from a diverse array of libraries, including Albany Public Library, Brooklyn Public Library, LA County Libraries, Las Vegas Clark County Library District, Leroy Collins Leon County Public Library, Lexington Public Library, Madison Public Library and Queens Public Library. They also represented a variety of job titles, including librarians, middle management, clerical staff, and security officers.

Traumatic experiences at work are a sensitive topic and often difficult to talk about. Given that, the impersonal nature of video conferencing presented a particular challenge. We decided to focus on creating a psychologically safe environment for participants so they would feel and be safe while sharing their experiences. Creating that space was a priority in all stages of the focus group preparation and facilitation. While organizing the focus group cohorts, we took advantage of the video conferencing format to separate staff from supervisors at their institutions as much as possible. We also requested that administrations at participating libraries allow for a private space for staff and an hour off the public service desk immediately following the session. We have since been informed that this time was not always provided.

Prior to the focus group sessions each participant received a care package in the mail. The care package included a squishy fidget, notebook, pen, tea and chocolates. The package was a big part of building the shared experience and an acknowledgement of the difficulty in talking about these issues. We observed participants using the squishy fidgets during the sessions and several reported that they had already eaten the candy.

Video conference meetings can feel very impersonal and disconnected. To help mitigate that feeling we made a point to acknowledge the distance that video conferencing creates at the start of each session. We also requested that participants keep their cameras on so that we could monitor the emotional states of each participant and make adjustments to our facilitation if needed. Each session included a few empty breakout rooms that participants could use if they needed a few minutes alone away from the main meeting. These breakout rooms were used a few times during the sessions.

Following the focus groups we made calls to individual participants who seemed like they might need support. We have also kept the recordings, transcripts and notes private, and will continue to do so in the future.

The questions and flow of the focus groups were designed to help build a deeper understanding of the trends we observed in the survey answers and to draw out potential areas to be addressed. The questions for each session followed a pattern of; getting to know each other, building rapport, taking a tour through a process or event, and reflecting on what we had discussed or heard during the session. The reflection time during the groups was very helpful in bringing up ideas for future improvement. The facilitation guide is available in the appendices.

Following the focus groups, researchers processed the notes and focus group recordings by going through each group and writing down individual ideas and statements on Post It notes. Each focus group session was given a different color and was grouped together. Once each individual idea was collected on a Post It note, there were approximately 350 notes. Ideas that were written down by both researchers were marked with a dot sticker.

After we had covered every wall in the office with Post It notes we sorted them into broad categories and documented how they were grouped. Then the notes were broken down and sorted into more granular categories in a second round which was also documented. Because each focus group had its own designated color you can clearly see where ideas repeated across cohorts. The Post It notes are the only raw data we are providing from this part of the research in order to protect the confidentiality of participants. The notes from the second round of sorting are available in the appendices.

Initial findings

Each of the focus groups was an intense and emotional experience. Library workers self selected to participate in the focus groups, and in the survey, were likely to have experienced an adverse event at work. An overarching theme of the group was the feeling of helplessness and being alone. Many participants reported thinking that the event they experienced was only happening to them and feeling like they should be able to manage their feelings about it without external support.

Trauma was consistently reported across the focus groups and the commonalities and shared experiences between individuals at different institutions and across different focus groups was often stark. Sexual harassment is rampant, particularly with patrons but not exclusively. Participants reported harassment from colleagues, supervisors, and board members as well. Racial abuse is common and often tacitly tolerated by white colleagues and management. Both of these situations represent a gap in current best practices. There are no practical and widely disseminated guidelines or standards for addressing these issues in the public library workplace.

Societal failures encroaching on public libraries have created a new level of stress. As the social safety net has been dismantled and underfunded libraries have been left to pick up the slack without the appropriate resources to do so. The stress this is placed on library workers has not been matched by a commensurate increase in institutional support or cultural change in the profession.

For the purposes of this study we will be framing our findings in three categories: external issues, organizational culture, and individual issues.

External Issues

Many of the stressors reported by focus group participants were external. While many participants see libraries as an important tool for community good, they also reported that the needs of the community causes stress. In many cases the need of the community exceeds the resources available, leaving staff unable to assist patrons in the way they would like. Communities with intense needs for social services pass those needs off onto library workers as a matter of course. One participant remarked that "we are the only therapy they (patrons) can afford". Social workers are in high demand and are seen as an effective first step in addressing the broader issues that libraries are being asked to address. There was some discussion about mission creep, but not in every focus group session.

Additionally, there was a noted difference between high need patrons and abusive patrons. Many urban library users bring their trauma through the doors and those individuals can present unintentional challenges to staff. While they can take extra effort these individuals are not the cause of the majority of trauma. The issue of intention gets involved when we go from high-need to abusive patrons. Many abusive patrons are well aware of the societal power structures they are abusing when they mistreat staff. Participants felt that this intentionality is a big part of the feelings they had about events after they occur.

In discussing their interactions with the public, one participant referred to what they called "endemic incivility." Another referred to a "culture of casual cruelty." As service workers, library staff are expected to provide excellent customer service in the face of racist and sexist abuse. The philosophy of "The customer is always right " has caused a lot of damage to library workers. An inability to set appropriate and consistent boundaries because of institutional policies, culture, and support leave staff vulnerable to abuse. Participants reported feeling on alert and not knowing when the next instance of abuse would come or from where. This feeling has been exacerbated during the current pandemic crisis when you never know which patron is going to come in and not want to wear a mask. There is no social

or personal fallout to being rude to a library employee and people often avail themselves of the free space to vent. Staff regularly experience huge responses to small annoyances as a way for patrons to transfer aggression to a perceived safe space without consequences. Recent mask enforcement conflicts have only exacerbated these issues with library staff experiencing constant daily stress around patron masking. Library workers often have a great deal of responsibility without the power necessary to support or enforce the decisions they make as part of these responsibilities.

A significant number of participants of color reported receiving racist abuse. In many cases, they were referred to with racial epithets like the n-word. These staff felt like they were expected to endure this abuse without consequences for the patrons or community members inflicting it upon them. In one case a Black staff member reported being told "you should be used to this" as though being referred to as the n-word was something she should brush off and move on from. Participants who had experienced racial abuse also reported not feeling supported by their colleagues or administration. They reported a lack of policies regarding racist abuse and often had to continue helping the patron who had abused them in accessing library resources.

Sexual harassment toward library workers, particularly women, was shown to be extremely common. This harassment in our focus groups ranged from being constantly asked out on dates, to patrons exposing themselves. One participant talked about being a young woman and being expected to ask male patrons visibly watching porn to move to computers out of line of sight from the children's program, and that she was then expected to help get the patron set up on the other computer. The prevailing professional attitude is that this is just part of the job. This harassment can come from all levels including management and the board. Another focus group participant reported repeated low level harassment from a board member even after she brought it to the attention of administration. While patrons watching porn in the library is not the only form of harassment library workers face, it is a frequent one. Indeed, people watching porn in the public library has become a cultural joke. Staff from multiple areas of the country expressed that confusion about the legal requirements around patrons viewing porn in public libraries when it has directly contributed to the harassment of library staff.

There were noticeably high levels of branch, neighborhood, and community loyalty from library staff who serve high-need, high-risk communities. This creates an apparent feedback loop of both primary and secondary trauma. Their convictions fuel their engagement, which motivates further opportunities for trauma in communities which, by their very nature, present high levels of stress and trauma. Economically disadvantaged communities which are experiencing higher than average rates of crime and poverty create a background of trauma for library workers whose branches serve these communities. Some participants reported that getting to and from work can be an exhausting process even before they open the door to the public. These branches often do not get as much attention or resources for their physical plant. The branch/admin disconnect can be particularly pronounced since admin may not visit these library locations as often as others and as such may be unaware of issues there, particularly with buildings, resources, and physical plant.

Organizational Issues

A consistent theme throughout the focus groups was a lack of trust. This lack of trust seems to go in both directions, from front-line staff to administration, and from administration to frontline staff. In many ways it seems that frontline staff and administration aren't having the same conversation. This was exacerbated by working conditions during COVID. Some staff saw themselves and their colleagues expected to return to the library while library leadership continued to work from home.

There is a greater need for general responsiveness from library management and administration around these issues. Staff want to see things happening after an incident. They want to feel the validation of having their experience heard. "Nobody did anything", was a common sentiment from staff who experienced trauma in the workplace. These sentiments were negatively reinforced when events which could have been avoided were repeated at other locations or with different workers because no actions were taken on behalf of management. Inactive administration can cause a secondary level of trauma as staff feel that the organization is disengaged from their negative experiences. Decisionmakers are often seen as isolated and complaints about the "Ivory Tower" were common. If leadership is infrequently present in the branches then when they do come out staff can feel judged and put on the spot. Libraries are less safe when there is a lack of communication between admin, staff, and security.

Incident reports, as typically done, are ineffective as a response to staff trauma. Filling out an incident report causes both professional stress and forces staff to reexperience trauma as they try to summarize it to fit into a few paragraphs for their boss to read. Training on these reports is inconsistent, and are often one of many new forms and responsibilities that staff encounter suddenly when they get a promotion to first tier management. Staff seldom interact with this form except when they are under stress responding to an emergency. Staff are typically trained to keep incident reports fact based and so these documents can miss nuances of perceived threat or emotional responses by all parties involved. When that happens staff feel their genuine lived reality diminished.

Institutions use incident reports in different ways. Some staff feel discouraged from submitting incident reports either by branch level management or by higher administration. Not filling out an incident report was seen as an easy way of sweeping a security incident under the rug. If there is no incident report, was there ever an incident at all? Incident reports are often not widely shared. In many cases they go to management only. They are not always shared between branches and when that is the case patrons are free to repeat problematic behaviors across different library locations. In some cases patrons accrue ban after ban as they lose privileges at one branch to immediately go to another library in the same system and engage in the same patterns of disruption and harassment. Staff also felt that the "three strikes, you're out" rule is enforced inconsistently. If nobody is keeping track of patrons racking up incident reports then nobody ever knows if they have two strikes already or five.

Many focus group participants reported a lack of communication after a stressful or traumatic event. This contributed to a feeling of loneliness and that they were supposed to handle this stuff on their own. As institutions, libraries should work to enact procedures that contribute to a community and culture of care. At a basic level this could look like calling a branch to see if staff are okay after an incident report was received. Staff reported needing to talk to someone after an event happened and not having anyone available to speak to.

Library policies around trauma and security are seen as disconnected from the reality of front line staff. They take a long time to craft and implement and if they are a reaction to a given situation or event then they are often too late to be of substantive use. There is often a sense that policies are written to protect the institution and administration often at the expense of the staff. Participants wanted more decisive policies that offered them more clarity about what their options were in a given situation regarding banning a patron, calling the police, or closing and locking the library doors. Staff would like a greater say in how policies are made and have better transparency in why decisions were made. Not all policies are perceived to be equally enforced.

Another consistent theme in the focus group sessions was workplace bullying. As shown in the survey many participants reported having abusive interactions with supervisors and co-workers. One reported being told that they had to continue to work with the person who had verbally abused them because if they refused then they were being insubordinate. Often participants discussed feeling as though supervisors and administrators just didn't want to deal with the conflict brought up by workplace bullying.

Internal Issues

Library staff have created a culture of normalization around traumatic events. Participants were unanimous in their feelings that they are expected to go through this kind of experience and that it is all part of the job. Getting a full time library job is often such a difficult and time consuming process that people are loath to speak up for themselves for fear of putting their hard won job at risk. Some library staff feel so lucky to have finally gotten a job that they will put up with anything. There was discussion of how this is both a point of pride and pain in the profession, particularly in the urban public sub specialty. "Street librarianship" is valued but also exhausting. People didn't want to complain about "things that everyone goes through on the job."

This normalization leads to gaslighting, hypervigilance, and burnout. Staff reported being told that incidents "weren't that bad", that "it's what we signed up for" and "it's just another beautiful day at the public library". They hear this from supervisors but also from one another and from the larger community at large. Police do not consider library events emergencies even when there are drunk and disorderly patrons because "how dangerous could the library be?" If staff are constantly on the lookout for the next awful thing then they begin to expect awful things all the time and hypervigilance sets in. This feeling of always being on guard makes interactions with patrons and other staff challenging and contributes to burnout. Once staff are burnt out it is often impossible to reset their engagement with the work and their community. Transfers to other locations, moves away from direct public service, and people leaving the institution or the profession are often the only solutions.

There is a deeply felt disconnect between frontline staff and library administration. Participants were distrustful of the power structures of organizational hierarchy. Even when staff were offered opportunities for giving anonymous feedback they avoided it for fear that it was not truly anonymous, an assumption that proved true in the experience of one focus group participant. Human Resources was not seen as helpful and the general perception was that they are there for the organization not the workers. Library administrators were similarly seen as being motivated by serving the institution and the board over the staff. People felt that they would love to be as well cared for and highly-thought of as the patrons are. Library power structures were seen as wanting to cover their ass first and foremost and anything unpleasant that could be swept under the rug would be. Administrators were seen as having the power to do whatever was needed to fix the library, indeed the community, if they were so motivated. While this is obviously not accurate there are numerous instances where better oversight from administration would be invaluable. Keeping track of repeat offenders and outstanding bans would show a commitment to practical security in libraries. There was one participant who shared an experience where a traumatic experience for a colleague could have been avoided had administration been more transparent and followed through with a problem patron.

Staff were not routinely given time to decompress after traumatic events. While most library institutions offer some kind of Employee Assistance Program (EAP) support, these were rarely recommended at the point of trauma when a given incident happened. The vast majority of respondents in the focus groups were aware of EAP offerings but did not make use of them no matter what level of trauma they experienced at work, often out of concern that it would get back to their chain of command. Library workers feel at risk after traumatic events for fear that what happened was their fault. More kindness, empathy, and support are needed for staff after significant traumatic events.

Solutions

Participants in the focus groups agreed that they need time to decompress and move on from traumatic events. They want to have processes in place for them to take time for

mental health and for that to be genuinely accessible at point of need. We documented a constant pressure on front line staff due to staffing issues, meaning that staff often cannot take time to recover from an event without causing significant disruption in library service including potential closures. Participants felt that their experiences were dismissed and unaddressed by library administrations. In many cases there was little follow-up or time off to recover, and staff reported returning to the service desk immediately following an intense stressful event. When staff needed time off after a clearly traumatic event like an assault they were almost universally required to use their earned vacation or sick leave. One participant reported that they have mental health days, but are required to schedule them in advance. They suggested that systems should be put in place to make the process of taking time to recover easier and more transparent.

Empathy and emotional intelligence were considered the two most effective ways to respond to trauma in the library workplace. Participants suggested that these skills should be cultivated at all levels of leadership and practices must be put in place to support them. If reaching out to call after a bad incident is not second nature then it should be part of the procedure. It was noted that it is important that when checking to see if someone is alright to remember that the answer might be that they are not and there may be more follow up needed in days and weeks to come. It is also important to not micromanage staff reactions to immediate stress and trauma. Library workers interviewed for this study reported getting immediate phone calls after a traumatic event to tell them how they should have handled it better.

Traumatic experiences take a considerable toll on staff and it is crucial that their organizations recognize this and take it seriously. Staff need to know that these problems are taken seriously and that their organization has their back. Focus group participants who had follow up, felt heard, and saw an institutional response reported considerably lower lingering trauma from difficult events. One participant said "trauma is what happens after." Another participant talked about how after her institution did a particularly good job of responding to an awful experience she didn't feel any residual trauma at all and had very effectively moved on with her life thanks to the support she received.

There were examples of good library leadership in the groups. People felt that administrators who are reactive and engaged in the safety of their staff are good at their jobs. It meant a lot to participants when managers acknowledged staff's experiences and feelings and made space for recovery with time away from the desk and programming to recharge. Administrators should realize that staff carry trauma home from work. One participant described a situation she was involved in at work that led to her being called to court as a witness. Her director, whom she did not know or work directly with, showed up and sat with her in the court all day. This was lauded by the participants of that focus group and one of the best leadership responses to trauma that was reported in the study. Training was a commonly discussed topic. People want more training, but they have suggestions about what that training should entail. Participants wanted practical training which has direct application to their work. Mental health first aid, de-escalation, and cultural competency were all in high demand. There was a sense that staff were getting training to hypothetically prepare for things that nothing could prepare you for. Training focused in trauma work and security were seen as valuable however imperfect it may be. There was a general observation that library school does not prepare library workers for any of these aspects of the work. Anecdotal observation from this study suggests that this lack of training and the disparity between the theory and practical reality of public library work contributes to early career burnout.

Staff were looking for toolkits they can apply immediately to problem situations. They want to know what to do in various high stress situations to take care of the problem without having to make a response up on the fly. They also want tools to process incidents after they happen. They asked for useful guidance on handling trauma both ongoing in their workplace and what they bring home to their personal and family life as a result of the work they do in the library every day.

There is little formal support for trauma in the larger library community at this time. While it is a growing topic of professional conversation there is little by way of working responses or structures in place. Unions are not seen as engaged in this work nor are the professional organizations in the field. There were no practices reported to be in place for persons entering the field with pre-existing trauma.

These changes will take time and a commitment from leaders at all levels of libraries. Time and budgets are seen as the hallmarks of where organizations put their priorities. These issues will not be fixed quickly or patched easily. It will take a cultural change in the profession at every level to address these core issues of library work.

Trauma Is

We asked focus group participants the question, "When we say trauma in regards to work, what does that mean to you?" All of the responses below are directly taken from the focus group sessions.

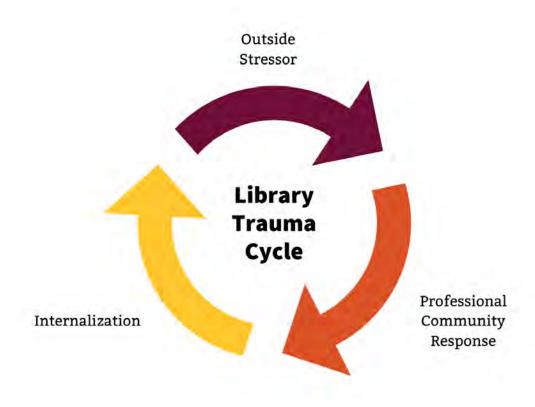
- after the event has happened
- a whole jambalaya of stress & worry
- lack of processing attributes
- aggression/sadness overload
- undermines my ability to do my job
- dark jokes about a patron coming back with a gun
- can't let go of it and it leads to insecurity
- long term impact
- sticks with you
- evokes a bad experience
- anything I have to process a week later
- lasting worry
- reliving old wounds that were never healed properly
- an interaction that leaves an emotional scar
- stuff that one carries & doesn't process in healthy ways
- can't get past it
- deteriorating your ability to work safely and effectively
- the numbness is upsetting
- people who are resigned
- giving up
- emotional effects and being helpless to change it
- disturbing that it doesn't bother you over time
- numbness that deteriorates your ability to tell if danger is present
- events that leave me demoralized δ helpless

- disappointment & distrust
- makes me feel alone
- how people talk to us
- verbal abuse, emotional abuse
- daily confrontations & constant stress
- interactions gone wrong
- a drunk person with a knife who will not leave the library
- a major event or incident
- "I got a good right hook to the chin I'm told"
- anticipating bad things
- high alert
- something unexpected that they don't have the training or experience to deal with
- an event that disrupts the nervous system & kicks in "fight, flight, or freeze"
- unknown confrontation: what will happen next?
- uncertainty
- something unexpected & out of context
- today is the day I will be assaulted
- an act with ongoing disruption
- anticipating bad things
- high alert
- a space of fear
- fear
- always being afraid and with good reason
- if there's a solution then it's not traumatic
- things go unresponded to with no support

- a bad experience without a conclusion
- the environment & neglect of my people
- layered effect
- stacked: community, patrons, staff
- stacked trauma
- expected to take it on the chin & ride it out
- it's acceptable to have all this
- secondary trauma
- mastering traumatic events
- witnessing what other people are going through
- carrying the burden of others
- not being able to help
- public needs not being met
- limited ability to help
- 3 strikes you're out never being tracked or enforced
- slurs with no recourse
- microaggressions
- white oversight/solidarity issues
- systemic racism & barriers
- cops showed up the next day
- police took 30 minutes to respond
- emotional manipulations & verbal abuse
- after the event happens

Library Trauma Cycle

The Library Trauma Cycle is a model for understanding how library staff experience traumatic situations in the workplace and how that trauma is perpetuated or resolved. The cycle was created based on an analysis of survey and focus group data. In our analysis of that data we identified a common set of experiences, feelings and responses existing across library and staff titles.



Library Trauma Cycle Model

The Library Trauma Cycle has three stages;

- 1. Outside stressor An adverse event external to the staff member. This can be a variety of types of event, including, but not limited to, assault, sexual harassment verbal abuse, racialized abuse, witnessing violence, workplace bullying, witnessing or assisting with a health incident, and secondary trauma like being faced w/patrons who have intense needs the staff member is unable to meet.
- 2. **Professional Community Response** The response or lack of response from your coworkers, supervisor, administration, and professional community.

3. Internalization - Without support, many library workers begin to feel as though the events are their own fault, or that they are alone in their experiences. They then hold on to the stress and bring it into their next patron or coworker interactions.

So we have a model for how these events can progress. Now what? The thing about a cycle is that it can spin on forever, or it can be broken. Each of the three distinct stages in the Library Trauma Cycle are an inflection point at which the cycle can be broken.

If the initial event doesn't occur, then the cycle can't start. As a facility that is radically open to the public, the public library will always have an inherent risk of stressful events. However, since much of the verbal or physical abuse stems from society's failure to care for vulnerable people, if there were adequate community resources for mental health care, jobs, food access, and community to lessen loneliness, perhaps there would be fewer such events. In the case of abuse or harassment from coworkers, if the institution creates an environment where that behavior isn't tolerated it would be less likely to happen. Given the amount of societal influence here the outside stressor stage is the stage that the library as an institution has the least control over.

In the professional community response stage, the impact of that response can also either break or continue the cycle. The library field has a longstanding culture of pretending that things are ok, accepting abusive behavior in the name of public service, and staff "earning their stripes". This culture leads to staff having their experiences dismissed or inappropriately normalized. This stage is the part of the cycle with the most opportunity for positive systemic impact. Study respondents indicated that when they received support from colleagues and supervisors, they didn't have the same lingering effects. By implementing collective care practices, we can break the trauma cycle at this stage and avoid moving on into the next.

The internalization stage provides another opportunity for interruption. While relying on the individual staff to engage in self care is not a substitute for a systemic approach, it can help. If affected staff have easy access to professional support, or engage in self care practices, hobbies, or other wellness activities they can resolve their stress and avoid bringing it into their next interactions.

Having a mental model to understand how library workers experience traumatic events and vicarious trauma at work is vital to creating effective solutions. As we move forward with those solutions and tools, we can hold this cycle in our minds, looking for the places where we can best interrupt it.

Forum

The Urban Library Trauma Forum was held on March 9- 11, 2022 in Brooklyn, New York. Thirty five participants, organizers, and volunteers gathered to work through the design thinking process to create practical solutions for issues surrounding trauma in library work. We designed the forum, activities, and schedule in a way that we hoped would both meet the needs of the study and be as emotionally safe as possible for the participants while also being energizing and motivating.

Participant selection

The most important factor in the success of the forum was the work, life experiences, and knowledge of the participants. As such, it was vital to ensure that the plurality of forum participants were public facing library workers who were solution driven and willing to spend 3 days of their time working on an emotionally difficult topic.

We drafted and shared the forum call for participants in January 2021. The call for participants was shared through the Urban Librarians Unite email list, social media like Twitter, Instagram, and Facebook, and through the state association listservs we were able to access. We also invited several of the focus group participants to attend. Forty two library workers responded, and we selected twenty eight participants based on a combination of factors with a goal of creating a broadly representative team with the potential to work well together. To meet that goal, we looked at job title, geographic location, ethnicity, and the applicants' narrative answers on the form. The cohort was made up of librarians, clerical staff, security, programming staff and a few administrators. Participants came from a variety of cities, including NYC, Syracuse, Philadelphia, Seattle, Pima County, Denver, Anchorage, and Lexington.

Preparation

In order to help the forum participants be fully informed about the topic and have them all start from a similar baseline we created a preparatory packet for them. This packet can be found in the appendices. All of the participants received preparatory materials detailing the results of the first three stages of the study a month ahead of the forum. The packet also included hotel and travel information, a description of the forum process, reflection questions and suggested readings from the literature review.

A week prior to the forum we held a virtual pre-meeting to allow the forum participants to meet each other and ask questions about the research. During the pre meeting we introduced participants to each other by having them work together in groups to design the perfect breakfast sandwich using Jamboard. We then presented the basics of the research and introduced the Library Trauma Cycle and allowed time for questions about the research, travel and the process of the forum.

During the forum

Icebreakers and Community Building

Each of the ten volunteers received a facilitation guide binder with a detailed schedule and instructions for all of the activities. On the first day of the forum we allowed for a soft beginning to the forum, hosting informal icebreaker activities. As participants arrived we handed out their participant packets and had them settle in and start the ULU Bingo card. We also set up large posters for a Headlines from the future activity in which participants wrote headlines that would be possible if the forum was a success.

Once most of the participants arrived we broke into teams and started off a game of the floor is lava. Each team worked together to cross the floor from shape to shape while dodging flying tissue paper lava balls. Both the schedule and topic were intense so we wanted to intentionally spend time on community building activities to help the group get to know each other.

Before we began the discussion and idea creation portion of the forum we went over our community agreements and participant, Casey Landau, led us through an introductory exercise where we introduced ourselves and shared our access needs for the day. This exercise was a major part of creating the cohesive cohort. It helped us to set the tone of the forum and be open about our individual needs as we moved through the process.

Developing a shared understanding

Continuing the understand phase of the design thinking process, we introduced a dialogue about the readings with the whole group around the research done up to this point in the study. Participants then broke into small groups to identify as many issues from the research as possible and write them out individually on Post Its. They were asked to examine the research while considering the following questions.

- What are the problems introduced?
- What are the needs it recognized?
- What was missing?

The groups then clustered and narrowed their notes, combining those with similar or duplicate ideas. They then engaged in a democratic selection process to select the ideas they felt most engaged with so they could report back to the whole group. When they came back to the larger group, we asked each team to share back, but this time categorizing their ideas into the categories of Internal, External, Organizational, and Other/Outlier.

As the issues were introduced, each individual participant determined if they were

- An expert in this area and want to do the work to develop the prototype
- An expert in this area and want to remain an ally from a distance
- Not an expert in this area and want to work to develop the prototype
- Not an expert in this area and want to remain an ally from a distance

For each of the categories, each participant decided which area they wanted to focus on. Once everything was categorized into Internal, External, Organizational, and Other/Outlier, those who self-selected to be in each one sifted through all of the ideas and started pulling themes. As themes were revealed, teams determined what theme they wanted to focus on, whether their group needed to be split into two groups, and whether they needed to combine more than one theme. The next morning the teams gathered together to decide on their structure and names before moving into the next stage, defining the problem.

Defining the problem

As part of gaining a full understanding of the issue of trauma in library work we did an iceberg model exercise. The iceberg model provides a framework for looking at a problem in its entirety. Each participant was given a blank worksheet of the iceberg to think through the underlying system and structures surrounding a stressful event at work. The top of the iceberg above the water is the event itself. This is where participants wrote in the acute event they wanted to analyze. Then below the water they looked at the patterns and trends causing that type of event, underlying structures supporting those trends, and finally the mental models holding it all up.

Multiple participants, across groups, looked at the issue of patrons coming to the library with needs that a library is not set up to meet. In these models the patterns and trends included the defunding of social services leaving the library as the last place for patrons to attempt to get help. Underlying structures included capitalism, Reagan-era ideas around social services, and the lack of affordable housing. The mental models included dehumanization of people in need, racism, sexism, and, again, capitalism.

In one example, a participant analyzed a few types of abusive incidents, including having a stapler thrown at them. The patterns and trends included abusive patrons returning and repeating behavior, colleagues leaving, and short staffing as a result of staff leaving. Underlying enabling structures included a three strikes rule for banning that was rarely followed, a divide between the branches & central library, and a lack of addressing issues. The mental models supporting the iceberg were the idea that library work is easy, that librarians are quiet and harmless, and the idea that as a public servant abuse is to be expected.

This activity allowed participants to think deeply about all of the aspects of our work and structures that provide the scaffold holding up the traumatic events and patterns.

How Might We...

The How Might We... exercise allowed us to identify portions of a larger issue to then focus on. This exercise allows us to think about what might be possible and create a design challenge to get there. The "How" assumes that solutions exist, it enables us to be optimistic. "Might" is a freeing concept, it means that the idea doesn't have to work and the concept may be wrong, but that is ok. "We" means we are working together to come up with a collective solution to the ideas we identify.

Examples of How Might We Statements

- How might we restructure management/staff relationships?
- How might we give staff more agency that relates in action?
- How might we make an MLS worth having?
- How might we support staff after traumatic events?
- How might we create a staff trauma team?
- How might we listen and respond to stakeholders equitably?

We then used some of these "how might we" statements as a basis for the idea generation activities. We asked that participants choose a few to solve for in the next series of activities.

Idea generation

The idea generation portion of the forum consisted of several ideation exercises. We used the crazy 8s, bad idea, and social innovations pathways methods with a goal of coming up with as many ideas as possible. Once participants came up with ideas we narrowed them down into a few for each team to work on.

Crazy 8s - The crazy 8s exercise is designed to help draw out as many ideas as possible in a very short amount of time. We had participants choose one HMW (how might we) per exercise sheet, set the timer for 8 minutes, and had them write down as many ideas as they could in that time. We did this exercise three times, alternating with the two other exercises.

Bad Ideas - The bad ideas exercise was meant to help participants come up with ideas they would probably not write down otherwise. To do this exercise, we allocated five minutes for participants to write down all the absolute worst solutions to their HMW that they could think of on cartoon trash cans. Sometimes participants can come up with fabulous ideas that they might have felt insecure about in another exercise structure.

Social Innovations Pathways - The social innovations pathways exercise was intended to help generate ideas based on the type of resources and expertise that are available for the project along with the scale of the intervention. The worksheet is set up as a nine square grid where the y axis represents the scale of engagement from stand-alone interactions to cultural change. The x axis represents the range of expertise from the solo designer to a cross sector group. This exercise is more complex so we gave it around ten minutes.

After finishing the exercises we had participants transfer their ideas over to Post It notes for the next step. All of the handouts from our exercises are available in the facilitation guide in the appendices.

Idea Selection



Forum participants clustering and sorting their ideas Photo credit - Brynna Tucker

The next stage in the ideation phase of the design thinking process is narrowing down the ideas that the groups want to prototype. Working within groups, participants put all of their idea post-it notes up on the wall. They then worked together to cluster similar or duplicate ideas. Once the ideas had been grouped the teams evaluated each idea (using dot stickers), based on three criteria.

- Red how well does this idea meet the need?
- Green how novel is the idea?
- Yellow is it feasible in three years?

The groups then chose their top three ideas based on how well the ideas meet all the criteria.

Prototyping

The teams took each of their three ideas and created basic prototypes of them using the idea canvas handout. The idea canvas was designed to provide space to think through all the elements of the project so that the groups could have a good idea of what is feasible and a solid basis for moving on to the prototyping stage. Each canvas provides space for identifying the project and a team. The teams also had space to create a logo, identify the specific problems they were solving for, space to list stakeholders and decision makers, resources needed, and potential challenges. There was also space for a sketch of the idea.

roblem Statement: two might we provide a platform (national + local level) to support library workers experiencing trauma dea Creak support networks: - o cal = monthly supert group (gown 4/ resonal) Vational = online & remote torum takeholders Who is it for? Who are the decision makers? who is it for? Who are the decision makers? A super State Provide State Provide State Provide State Decommunications (Tech Trauma Experts Composation Endependently Sustainable Peer Wanington Steering Com. Potential Challenges Maintenance/Sustainable Breen Money Lock it Support Burn Dut Scendary Trauma Space Time Acting Buy In/Trust Longer, ty Equity (Indusion	ketch of Idea Lucal 0 0 0 0 0 Trauma 0 Neetrol 0 Orele 0 Orel	National Websile Join Us! We halk about trouwe R & C. R &
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Idea Canvas - Library Trauma Support by Hard Left Turn

The Hard Left Turn team created a very thorough idea canvas for their Library Trauma Support idea. They wanted to solve the issue of a lack of support for staff experiencing trauma by creating a platform for peer support. They identified needed resources like funding, trauma experts, and volunteers. They also point out challenges like sustainability, time, and getting buy-in and trust.

Once the teams completed their idea canvases they repeated the dot exercise within their groups to choose the most feasible project for the feedback stage.

Feedback



Groups soliciting feedback on their idea canvases

After the groups completed their idea canvases we moved into our feedback sessions. The groups were paired together to present their ideas and receive feedback then rotated through with different groups. One person in each group was designated to record the prototype feedback, looking at the positive things that were working, any negative feedback for things that needed work or development, and recommendations for change or improvement.

Poster Prototypes

On the third day of the forum participants began creating their posters using the feedback from the previous day. They then presented their posters and ideas to the full group and answered questions about their projects.

Closing

To close out the forum we engaged in a group reflection and conversation, giving us an opportunity to check in with ourselves and our colleagues at the end of an intense experience. We asked how their idea of trauma had changed or solidified, what they planned to take back to their own library, and if there were any other thoughts that they would like to express. We then formally closed the forum.

The ULTS Forum was an intense, high-energy space where participants were expected to remain hyper engaged and create large amounts of intellectual output in a very short period of time. ULU made great efforts to support our participants making choices for high quality food, accommodations, and meeting space. Participants used these spaces to churn out

massive amounts of creative thought about a wide variety of practical aspects of trauma in public libraries.

A huge amount of mental work was done at a very fast rate and most participants felt exhausted and mentally wiped out at the end of day three as they were heading home. Forum participants are going to be an important cadre of innovators as the practical applications of this work begin to spread more widely. Many of the participants have continued to keep in touch with each other through the Slack channel we set up. We hope these conversations continue, enabling the work to go on.

Ideas

Open Channels

Team Name: Badmin to the Bone



Open Channels poster

Description

This group tackled the disconnect that can be found between administration and frontline staff by creating programs for embedded administration and open communication. First, open communication channels can be formed by bringing administrators into locations to do regular frontline shifts. In bringing administrators to a location, they are able to better meet and see the staff, while also experiencing what the front line staff encounters at work. The second step is to create communication partnerships, pairing administrators with frontline staff to meet regularly over a six month to one year period, creating rapport and

communication. This partnership would entail regular meetings, and give staff the space, time, and comfort of being able to express themselves.

For this communication initiative, library staff and administrators would create a memorandum of understanding (MOU) so that everyone knows what to expect, while also creating an opportunity for both parties to be radically vulnerable with each other. The measure of this process would be asking staff if these interventions are working for them, or potentially offering an open channels communication certification.

Challenges

Just like with any project this one has its challenges, the first being willingness of both administration and staff to participate. This initiative requires all parties involved to be vulnerable and open with each other, which may be difficult if staff are fearful or have a lack of trust in administration. Administrators may fear that confidences or concerns shared here would undermine their ability to lead. Additionally, both staff and administration would have to find time for this project, something libraries typically do not have enough of. Time would be needed on both the staff and administrators end to create, attend, and implement meetings, along with any training for desk duties. While there are other challenges as well, they may differ from location to location, but the main challenges remain time and willingness to participate.

Potential for Impact

If implemented, these ideas would help to create an open line of communication while helping administrators to gain awareness and empathy for the work that staff do for the library, while also helping administration to become more responsive to the needs of staff, potentially catching problems early on. Having a continued presence also allows opportunities for praise and recognition of what staff members do, internal promotions, and better relationships. Even implementing some of the ideas from this group, would be a step forward in helping frontline library staff feel seen, heard, and validated to help create a better work culture for the library.

Accreditation for Library Worker Trauma Support in Libraries

Team Name: Fighting Rage



Accreditation for Library Work Trauma Support poster

Description

Fighting Rage focused on the fact that library workers are often treated as superheroes, which causes library staff to not be given much needed help. To provide support to library workers and push against the notion that library workers are infallible superheroes, this group created a library trauma accreditation to encourage libraries to create better work environments. The more supportive the organization, and the better care library workers receive, the more equipped workers are to do their jobs. Libraries are an important part of community care.

For a library to become accredited, they must offer localized support such as group support, peer support, or group therapy. For these support sessions the time used must be paid and protected by the library, to encourage workers to participate. Additionally, the library can direct library workers to a larger, national support network that offers virtual trauma support groups, a trauma hotline, as well as support and tools for local groups. Once accredited, this national group would maintain a record of accredited libraries as well as holding libraries accountable to keep their accreditation up to date.

Challenges

As with many of these projects the main challenges is creating buy-in and getting libraries invested in these ideas, especially since there is not much quantitative data regarding trauma in libraries. Also, like many of the projects, creating an accreditation process and providing resources to library staff will take time and money by both the library and the national oversight group, which will need to be created to oversee the accreditations. Along with the oversight group, there are challenges to finding funding, offering services, and coordinating across various time zones, locations and communities.

Potential for Impact

Besides the obvious impact of giving library workers opportunities for support and mental health resources, the accreditation would also give library workers a way to advocate for themselves by pressuring organizations to work towards accreditation. Additionally, accredited libraries would be able to promote their accreditation to help them recruit library staff. Finally, the national arm of this project would be open to all library staff, allowing support and discussion around trauma, regardless of library accreditation status. Ultimately, the accreditation is a way to ensure that library staff receive support and resources that are needed to deal with trauma and library work.

Do We Do That? - Online Database of Community Services

Team Name: Team Awesome is Good



Do We Do That? poster

Description

Since libraries work with and refer people to many community services often library workers find themselves wondering, "do we do that?" In this project, a database is created as a multi agency, social services website that is owned and maintained by the library, where searching for services would be like searching for a book in the catalog.

This intuitive, collaborative, database could be used by the community as well as library employees. For the community, there would be a public view, allowing for a simplified way to look for social services, while also having a back end that will be edited, maintained and updated by library staff in collaboration with various community agencies. Library staff and

community agencies would be able to create pages with information that can be searched, allowing the database to be customized to the library and community it serves.

Challenges

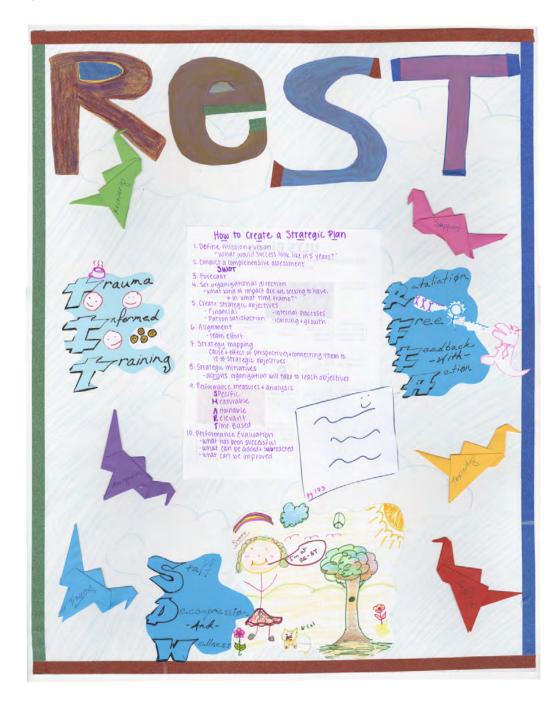
The main challenges for this project, as identified by the group, are ease of access for both the community and the library staff, as well as stakeholder buy-in, and funding. The database needs to be intuitive - easy to search and to add information (without much tech know-how), as well as adaptable to the individual library. Library staff also need to find value in the database, not only to use the database, but to give staff time to continually edit, update, market, and maintain it. The cost of the staff time, as well as servers and technology may also pose a monetary challenge.

Potential for Impact

The impact for a community services database can be seen both in the library and in the community. First, having a database allows for libraries to be able to more easily refer patrons to resources outside of the library. Both helping patrons connect with resources they need, while also recognizing that libraries cannot meet all the needs of its community. In creating this database, the library would also foster relationships between community services organizations, allowing for more collaboration, resource sharing, and communication. Most importantly, having a database would help patrons get connected simply and quickly, without having the frustration or run around of trying to find resources. Finally, helping patrons connect to resources seamlessly, reinforces the library as a place for information and a community hub.

Creating a Trauma Informed/Centered Strategic Plan

Team Name: RE-ST (Recovery, Recognition, Reform, Safety, Toxicity and Trauma)



RE-ST - Creating a Trauma Informed Strategic Plan poster

Description

RE-ST considered six main concepts around trauma in libraries and decided to build a plan around them. The concepts are - Rest, Recovery, Recognition, Reform, Safety, Toxicity, and Trauma. From these concepts the group decided to tackle library trauma from the foundations of a library - the strategic plan. The proposed strategic plan takes trauma-informed principles and injects them into other library plans and documents like mission and vision statements, assessments, future planning, organization direction, objectives, mapping, initiatives, performance measures and more. Instead of simply having a trauma statement, this initiative would inject trauma-informed care for library staff into all elements and documents of the library. So that rather than trauma being a separate thing, compassion would be a vital part of the governing documents of the library.

The group even created a staff mission statement as an example (seen below):

RE-ST holds an unwavering commitment to a culture of healing. We support our staff in continuous growth and recovery from trauma and its impacts. We honor the many challenges they face in their work. We recognize the effort, time, dedication, and energy they invest in uplifting our organization and community.

We hold sacred the emotional, physical, and psychological safety of our staff members. We consciously move away from a toxic culture that expects sacrifice. We move toward the bright future of mutual respect, action for change, open dialogue, and flattening of power differentials.

We celebrate the diversity of our staff and the life experiences they bring to enrich our lives and provide us with wisdom in our service. We are dedicated to a workforce of thriving individuals so we may also have a community that thrives.

Challenges

The first major challenge for this project would be the cultural shift that statements like the mission statement above would require. Placing this focus on library workers' wellbeing in such a strong way may come up against reluctance from the community, board members, administration and even staff.

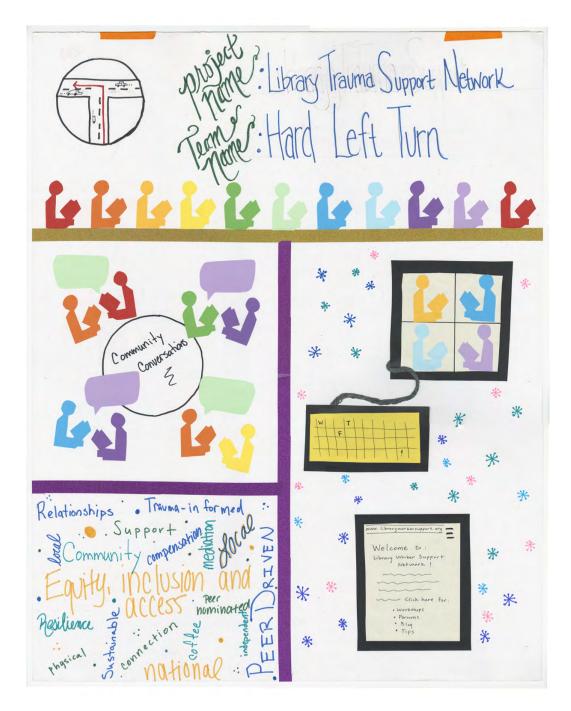
While integrating these ideas into library documents there may be some discomfort between frontline staff and administration in creating these policies and phrases, and administration could easily take control. Additionally, this initiative relies on staff emotional labor and vulnerability to be able to communicate with administration their needs. So, like many of these projects, honest communication without retaliation is key in creating realistic values and policies.

Potential for Impact

In adding RE-ST concepts into the policy of the library, respect and care for library workers will become an important part of the governing documents for the library. Not only does it create accountability for administration and boards, it also allows library staff to have something concrete to directly point to for advocacy. This initiative also allows for libraries to create support systems and worker initiatives as needed. Additionally, the idea of making trauma concepts a part of the regular library documents, as opposed to a separate statement, highlights the integral part that library staff health plays in the work that libraries set out to do.

Library Trauma Support Network

Team Name: Hard Left Turn



Library Trauma Support Network poster

Description

You can't self care your way out of a broken system, so this initiative proposed support networks for library workers experiencing trauma. Team Hard Left Turn proposed both local and national support groups to help build comradery, support, connection, and healing for library workers.

First, monthly support groups would be localized in regions to allow people from different libraries to connect. To support the regional groups, there would be a national network to provide information, workshops, discussion groups, and more. These two different modalities aim to foster connection, documentation, resilience building, and healing as well as connecting library workers with resources, workshops, tips and more.

Organizationally, both national and local groups would be peer driven, independently governed, and not be traditionally administrated or rely on external organizations. The initiative would be for library workers, by library workers.

Challenges

In this project there are two main challenges - money to maintain the national and local support groups, and peer support/labor to run both of the groups. Since this initiative is fully peer run, there is a need for volunteers, an organizational structure, and people to give their time. Since many people who may be interested in helping with this, have most likely experienced trauma themselves, it could lead to burnout or further trauma. Additionally, money is needed for the initiative, especially since the goal is to be independently sustainable, so it can remain library worker focused and not be swayed by any outside forces. Money is needed for technology, trauma experts, assistance, and to help compensate individuals for their time.

Also since this program is for library staff, and not administration, the group will need to establish who qualifies to be a part of this group, which addresses another concern - that of retaliation. The fear of retaliation, or one's administration finding out, also may hinder support and trust in the organization. Finally, while not a challenge per say, issues of diversity, equity and inclusion must be considered when creating committees, discussing issues, and organizing groups.

Potential for Impact

The primary impact for this initiative would be to connect library workers, because the forum brought to light that many workers think they are alone in their struggles. With connecting, these groups would allow for individuals to meet more people in the library world and connect. In this connection, there could also be an opportunity to begin to create a collective library worker voice for advocacy. In this way, the group coalition building can not

only advocate for workers but for the profession as well, something that is difficult to do when libraries are siloed. But, as with many of these initiatives, the main goal is to create happier library workers, who feel supported in their work.

Recommendations

This report makes it very clear that there is a crisis of unresolved trauma in urban public library work. It is present at every level and impacts how staff interact with colleagues and patrons alike. MLIS education does not prepare people for the trauma of the job. Management and administration exacerbate trauma in work culture and organizational norms. Library workers shift trauma over to colleagues and attack one another in break rooms, on social media, and in professional organizations as a reaction to the trauma, both primary and secondary, that they encounter on a regular basis.

Identification of the issue is an important start but work needs to be done immediately to begin to address this crisis. This report makes four major recommendations which will make a start on the issue but all of them will require further support as well as buy-in from the larger library profession. It will be important to have engagement with LIS education, professional organizations, and libraries of all types and sizes as we move forward towards healthier library work.

These are just a few of the solutions which should be tried out to address this issue across library work. Openly addressing this problem is new in library work and any efforts to move the needle on this will take time, effort, resources, and engagement beyond the working group of this study.

4 Recommendations

- **1. A National Library Worker Help Line** where library workers can call for immediate support during mental health crises and burnout.
- 2. A set of standards for healthy library work environments built by a coalition of worker-led library organizations. These standards will allow library workers to ask for better conditions and library administrators to point to organizational successes and commitments.
- 3. A collection of policies & procedures written from the perspective of trauma-informed leadership. These policies will offer enough specificity and nuance to be usable but will be written with the intention of being "plug & play" for administrators and library leaders who want to incorporate them into their organizations.
- 4. A series of peer-led support groups made up of library workers which allow workers at all levels to offer and receive support from colleagues at other institutions who can empathize and understand the unique challenges associated with library work. These will be online and workers will be able to opt into groups that match their interests, issues, and level of work (ie. workers of color, administrators, pages, etc.).

Library Worker Support Line

The need for informed mental health support came up time and again in the research for this report. It can be difficult for library workers to access mental health care for a variety of reasons including financial, limited healthcare coverage, lack of healthcare for part time workers, and a host of other barriers to access. Even where EAPs are available many library staff were afraid to use it for fear that their concerns and issues would make it back to management, or that it would be an issue if management found out they were accessing those resources. When they do make use of these services the interactions were typically brief and unsatisfying because mental health workers lacked context around library worker stress and trauma.

Urban Librarians Unite will seek funding to work with mental health care providers, consultants, and project managers who can help us set up an independent mental health line for library workers. Caseworkers who answer the phones will be familiar with the kinds of primary and secondary trauma that library workers face in their workplace both from patrons and colleagues. They will be trauma-informed and tied to anti-racist and allyship focused care for any and all library professionals who call in. This will be a non-judgemental, library-informed, anonymous service.

This project will take approximately three years to bring up to speed on a national level. There will be a year needed to research the scope of the product, and find allies and partners. It will take a year to develop the tool and create the training and scripts for caseworkers. In the third year the project will slowly come online with a series of soft openings to work out any issues while not overwhelming the burgeoning new systems. The project will be closely monitored for long term viability and real impact. All calls shall be strictly confidential at all times throughout every stage of the development and launch of this new tool.

Standards for Healthy Library Workplaces

Going forward, the authors of this study will work with other library worker focused organizations to set up standards for healthy workplaces and practices. These standards will be disseminated widely and will be used as a yardstick to talk about the trauma that already exists within organizations and how they support workers who experience and carry that trauma. Standards offer more flexibility than a formal accreditation in this context. Organizational culture can change quickly due to leadership changes, budget cuts, or structural changes. Certifying a library as a trauma informed workplace could quickly become out of date for a variety of reasons. Also, creating a series of standards recognizes that it is a journey not a race, the process of making healthy non-toxic spaces for our staff and patrons is going to be an ongoing process for many years to come. We cannot simply tick off a series of boxes and call the work done.

These standards will address issues like security, support for staff trauma, agreements on respectful boundaries for staff and administration, as well as suggestions for how libraries can improve communication across groups, which are often seen as in opposition, a hard dichotomy that deepens the disconnect within the organization. This document will provide suggestions of how to reconcile past trauma and build systems which will help staff avoid trauma where possible and help process it when it does happen. Current and prospective employees will be able to reference it when they advocate for improvements in their work environment. Administrators will be able to point to it as a strong commitment to improvement and engagement in response to workplace trauma.

It will take approximately a year to set up this coalition, agree upon standards, and publish the final standards and suggestions for best practice. More funding will be needed to produce this work. There will be costs associated with publicizing and promoting these standards. Funding must also be applied to compensate individuals and organizations for their work. One constant source of stress and trauma associated with library work is uncompensated labor along with emotional labor, this project asks for both. It is important that this work be valued enough to be funded in development and subsidized in publication to make it available to as wide an audience as possible. They should be accessible free of charge for libraries to use as one tool in their processes of self-evaluation and improvement.

Policies and Procedures for Trauma-Informed Leadership

Creating a manual of policies to help guide organizations in engaging with trauma-informed management in library work could make trying out new organizational norms a lot easier for administrators. Library administrators have work days that are typically dominated by either meetings or crises. It can be difficult to dedicate the time to research and carefully craft policies and procedures even if the desire to try out new practices is there.

Our workgroup is proposing that we develop a manual of best practices, policies, and procedures which libraries could adapt to their particular use. These are inspired by the classic NoLo legal form books so often utilized at reference desks. The goal is to have standardized policies that can be easily adapted, which are designed as plug and play for a variety of trauma prone situations. Incident reports came up time and again in the study and are a great example of the kind of granular document which can change the way an organization looks at trauma situations and its response to them. Again, funding will be sought to support the development of this project, research and write policy/procedure templates, and design and publish this policy manual both electronically and in print.

Peer-Led Support Groups for Library Workers

Urban Librarians Unite will work with partners to develop a series of peer-led support groups. These will be largely modeled on meetings in the recovery community where peer driven meetings are often the norm. Standards of behavior and meeting rules will be set to

allow a wide range of library workers to both offer and receive support from their colleagues and fellows.

It will be important that standards of honesty, anonymity, and trust are established early and are reinforced as core precepts of the groups. There will be support literature which will set out standards and expectations of conduct. Isolation was a constant problem highlighted in this study. Library workers across the country are experiencing identical traumas and each believes themselves to be alone in their experiences. The focus groups for this study were raw, difficult, and often brutal conversations. Despite all this, people commented often that just having the conversation was helpful and made them feel less isolated. People felt that their trauma had been validated even if it didn't go away in that hour.

This will be a two year project to launch with a longer slow growth period of approximately ten years if the initial two are successful. The first year will be spent developing the support literature and codes of conduct for the groups. These will be heavily reliant on the norms from the recovery community for initial structures and conventions.

Once a basic framework has been set up the second year will be spent setting up groups on a small scale to test the processes and iron out details. Capacity will be built out based on success and need in the library community. If the program is able to successfully establish itself for two years and legitimately help people, then it should be allowed to grow on a repeat 5 year evaluation cycle so it has time to grow and fill out organically and as people need it in different and changing ways.

Resources will be important to support the development of the standards and codes of conduct. Staff will be needed to coordinate the various groups during the first year of development. While these groups will always be anonymous, it will be important to collect data and feedback during the initial launch phase and in the first five year cycle after that. This kind of structured administration is difficult to do in peer-driven support where the focus should be on shared recovery from trauma and improved mental health. It will be important to have staff to promote and study this program to make it effective and have a long term impact on library work and mental health.

Conclusion

This report is the product of two years of research and is representative of the work, perspectives, and experiences of over 600 people. It is clear that there is a crisis of trauma in urban public libraries and the evidence for this is so overwhelmingly compelling that it seems likely that trauma impacts work in libraries of all types across the profession. It is also clear from the literature search and the conversations that created this report's conclusions that the library profession is starting to wake up to this deeply corrosive crisis.

The last few years have dropped trauma on everyone. Our colleagues, our bosses, our families, our boards, our patrons, our vendors, every person, every institution we interact with will be coming from a place of trauma. We will be approaching them with our own trauma, hurts, and hesitations. That's OK. We are all on the same footing and knowing that we are there together is a step toward approaching others and ourselves with the tools we will need to heal.

We have worked to make as much of that source research available to other researchers as possible. There are large sets of data and brainstorming notes available to anyone who wants to delve into them. We welcome you to try our ideas. We welcome you to use our research to try ideas of your own. We ask that you just please try something.

There are a lot of conversations about "what's next" and "returning to normal". We don't know what's next and that is normal now. COVID-19 disrupted everything. As we rebuild and recreate our profession there are things that shouldn't come back or ever be normal. Trauma, safety, trust, these are things we need to build new structures for everyone working in libraries.

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Appendices

All of the documents listed below can be found at http://www.urbanlibrariansunite.org/ults

Proposal

Full Project Narrative - https://urbanlibrariansunite.org/ults-project-narrative

Literature Review

Annotated Bibliography - https://urbanlibrariansunite.org/ults-annotated-bibliography

Survey

Survey Questions - <u>https://urbanlibrariansunite.org/ults-survey-questions</u> Survey Visualizations - <u>https://urbanlibrariansunite.org/ults-survey-visualizations</u>

Focus Groups

Focus Group Facilitation Guide - <u>https://urbanlibrariansunite.org/ults-fg-facilitationguide</u> Focus Group Notes - <u>https://urbanlibrariansunite.org/ults-fg-notes</u>

Forum

Pre meeting facilitation guide - <u>https://urbanlibrariansunite.org/ults-pf-facilitation-guide</u> Participant prep material - <u>https://urbanlibrariansunite.org/ults-forum-prep</u> Forum facilitation guide - <u>https://urbanlibrariansunite.org/ults-forum-facilitation-guide</u> Forum Documentation - <u>https://urbanlibrariansunite.org/ults-forum-documentation</u> Forum Posters - <u>https://urbanlibrariansunite.org/ults-posters</u>

Urban Library **Trauma Study**

The Urban Library Trauma Study is a partnership between the New York Library Association, Urban Librarians Unite, and St John's University



This project was made possible in part by the Institute of Museum and Library Services: RE-246392-OLS-20





Memorandum of Understanding Fiscal Year 2023 between the Iowa City Public Library Friends Foundation Board of Directors and the Iowa City Public Library Board of Trustees

The Iowa City Public Library Friends Foundation Board of Directors approved the attached Fiscal Year 2023 (FY23) budget on June 9, 2022. The Iowa City Public Library Friends Foundation agrees to pay the Iowa City Public Library a total of \$117,500.00 in undesignated use grants for FY23 for needs approved by the Library Director. Payments will be made on the first day of each quarter of fiscal year 2023: July 1, 2022; October 1, 2022; January 1, 2023; and April 1, 2023.

In addition, the Iowa City Public Library Friends Foundation agrees to fund a portion of salaries and benefits of the staff of the Iowa City Public Library Development Office. The Iowa City Public Library Friends Foundation agrees to pay up to an estimated \$180,000.00 in FY23 as determined by the budget for salaries and benefits. Payments to the Iowa City Public Library will be made on the monthly schedule determined by the Iowa City Public Library/City of Iowa City.

Thus, as outlined above, the total grants, salaries and benefits payable to the Iowa City Public Library and City of Iowa City from the Iowa City Public Library Friends Foundation for FY23 is \$297,500.00 Funds will be payable from current and past year annual gifts, current and past year unrestricted spendable earnings, and, if necessary, unrestricted equity.

Carol Kirsch, President Board of Trustees Iowa City Public Library Jenny Olson, President Board of Directors Iowa City Public Library Friends Foundation

Date

Date

Fiscal Year 2023 (July 1, 2022 – June 30, 2023) Ordinary Income/Expense Income	ICPLFF
Book End	
	\$12,000
Contribution Income	\$246,295
Gifts & Bequests (passthrough)	\$50,000
Interest/Dividends	\$5,000
Special Events	\$28,875
Transfer in from Spendable Acct/Savings	\$35,000
Total Income	\$377,170
Expense	
Administrative Expense	\$54,870
Book End Expense	\$1,000
Fundraising Expense	\$153,800
Gifts & Bequest (passthrough)	\$50,000
Grants to Library	\$117,500
Total Expense	\$377,170
Net Ordinary Income	-

ICPLFF Board approved 6/9/2022



LIBRARY BOARD OF TRUSTEES June 23, 2022 Iowa City Public Library 2nd Floor – Boardroom Regular Meeting - 5:00 pm

DRAFT

Members Present: Claire Matthews, Robin Paetzold, John Raeburn, Tom Rocklin, Hannah Shultz, Dan Stevenson.

Members Virtual: DJ Johnk.

Members Absent: Noa Kim, Carol Kirsch.

Staff Present: Elsworth Carman, Anne Mangano, Patty McCarthy, Jen Miller, Brent Palmer, Jason Paulios, Angie Pilkington.

Guests Present: None.

Call Meeting to Order. Rocklin called the meeting to order at 5:00 PM. A quorum was present.

Approval of June 23, 2022 Board Meeting Agenda. Paetzold made a motion to approve the June 23, 2022 Board Meeting Agenda. Shultz seconded. Motion passed 6/0.

Matthews joined the meeting at 5:01 PM.

Raeburn was introduced as a new Trustee of the Iowa City Public Library Board. Raeburn was formerly a University of Iowa professor and is an active user of the Iowa City Public Library. The Trustees and Director introduced themselves to Raeburn.

Public Discussion. None.

Items to be Discussed.

FY23 NOBU Budget. Carman explained each year two budget requests are made; one for the operating budget and the other for the NOBU budget (or Non-Operating Budget). The operating budget covers operational costs each fiscal year. Operating budget requests occur in October for the next fiscal year. The NOBU budget is a combination of unrestricted gifts raised by the Iowa City Public Library Friends Foundation and state funds, such as Open Access & Enrich Iowa. These funds are board-controlled and roll over from one fiscal year to the next.

If you will need disability-related accommodations in order to participate in this meeting, please contact Jen Miller, Iowa City Public Library, at 319-887-6003 or jennifer-miller @icpl.org. Early requests are strongly encouraged to allow sufficient time to meet your access needs.

Carman shared that while we don't yet know State funding totals for the upcoming year, we do know they are trending down. Due of this, the FY23 NOBU request is smaller than last year's request and are a combination of standing requests and other smaller projects the operating budget does not cover. Carman feels strongly that having access to NOBU funds allows ICPL to be flexible and maintains our reputation as a responsive community library. These funds are a huge benefit to our community and Carman is extremely thankful to have access to them. Carman gave a brief summary of the FY23 NOBU requests and shared an error was made on the last page, the fiscal year should state FY23.

Matthews inquired about the stair repairs and asked if they are paid from the NOBU budget. Carman shared the repair is handled by a budget amendment that the City Council approved. Rocklin shared this is reasonable as the stairs don't belong to ICPL.

Raeburn inquired about the definition of undesignated passthrough gift funds. Carman shared these are undesignated gifts from the Friends Foundation with no restrictions. Raeburn asked if there are strings attached to the state support the Library receives. Carman said this relates to ICPL's accreditation level. The Iowa City Public Library has the highest level of accreditation and receives Enrich Iowa funding which is calculated by the State Library of Iowa. As of July 1st, ICPL is newly reaccredited for the next three years.

Rocklin asked about the current balance of NOBU reserve funds and Miller replied this can be supplied. Carman shared work is being done to recraft the balance documentation. Carman stated with Miller in place we are working to compile multiple sources of data into one authoritative place. It is a good time to be working on this with new Finance staff to ensure it is reflected appropriately. Carman stated in the past the NOBU budget has been approved in July but at the request of a Trustee it was moved to the June agenda this year. Rocklin inquired to the distinction between ongoing expenses and project related expenses and asked if they could be flexible. Carman replied yes. Paetzold asked if Rocklin was concerned about the label or the actual expenditure line; Rocklin stated the label. Paetzold discussed changing the language to continued or repeated expenses on the NOBU request. Rocklin suggested changing the wording next year. Paetzold felt it was important to reword the term annual so it doesn't appear to be sustained. Paetzold commented that these funds wouldn't be available if it weren't for the support of the Development Office and Friends Foundation. Paetzold acknowledged that many programs at the library wouldn't happen if it weren't for this support. Carman feels the work of the Development Office and the Friends Foundation supports the reputation of ICPL. Paetzold acknowledged community donors and how their support benefits our community. Paetzold made a motion to approve the FY23 NOBU budget. Stevenson seconded. Motion passed 7/0.

Staff Reports.

Director's Report. Carman shared new Friends Foundation members and Raeburn were all recently oriented. Carman discussed his plans for strategic planning through the State Library of Iowa and asked Becky Heil from the State Library to meet with the Leadership Team. Carman and the Leadership Team were all very pleased with the breadth services they offered. Carman believes this to be a very practical solution. There is no cost for this service which is a significant financial benefit to ICPL.

Departmental Reports

Children's Services. Pilkington shared an updated report with Summer Reading Program data. Pilkington share the Children's Room participation is back at Pre-COVID levels and staff have been very busy. On June 23rd, just under 500 kids participated in programs alone. Pilkington believes the

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Teen Room has very full participation as well. There are currently 2,400 people signed up for the Summer Reading Program.

Paetzold asked about the behavior of patrons in the Teen Room as this was a difficulty pre-COVID. Paulios shared behavior has not been a problem. Teen Librarian, Victoria Fernandez, has been holding two teen activities per day with video games available in between programs. Paulios said because there is always something going on in the room it keeps patrons busy. Fernandez has put in a lot of effort to recruit volunteers and add programs. Paulios said it has been great to see the response and parents are happier too. Paetzold was impressed and felt this was a great solution. Carman said Fernandez has built a new service and is doing exceptional work. Fernandez was hired during a challenging time and has embraced challenges positively. Paulios shared Fernandez has been building community connections and described an event with Public Space One as an example. Paetzold would like Fernandez to present to the Board and would love to hear how this problem was resolved. Carman is very happy with the service Fernandez has provided with limited resources and can't say enough positive things about the work she is doing.

Johnk commented that his children enjoyed cardboard painting at Arts Fest and thanked Pilkington for the program.

Collection Services. Rocklin thanked Mangano for sharing the work that Natalie Holmes & Matt Dubberke do. Mangano commented that staff are very busy with new books coming out. Holmes and Dubberke have been working very hard to get these titles out as fast as possible. Matthews inquired about the Adventure Pass article by Little Village that mentioned fines and fees. Mangano commented that Little Village did not contact ICPL. Mangano shared ICPL hasn't announced going fine free yet. The Blank Park Zoo has been the most popular Adventure Pass location and there was discussion about the rules for borrowing passes. Rocklin commented it was a great program.

IT. Rocklin and Johnk appreciated the hearing loop information. Paetzold asked how the extreme heat has affected ICPL facilities. Carman shared upgrades to the building have helped and patrons are using services. There has been a slight increase in patrons laying down in the library and staff have made an effort to do walk throughs more frequently. Gehrke has made upgrades to the heating and cooling systems and all seems to be working well. Carman shared there was patching done on the roof but the repair was minor. Carman shared the Facilities team are in tune to what is needed. In the coming years ICPL will require some bigger replacements but there are none currently. Carman mentioned that extending computer sessions to five hours instead of two has helped patrons in the building during extreme weather.

Development Office Report. McCarthy shared sidewalk sales are returning and the new Foundation Board Members were recently oriented.

Miscellaneous. None.

President's Report. None. Kirsch absent.

Announcements from Members. None.

Committee Reports. ICPLFF Board. Schultz said there was a meeting June 9th where the \$337,000 operating budget was approved. Officers were elected and new members were approved July 1st.

Schultz shared that McCarthy announced her retirement on August 19th, 2022.

If you will need disability-related accommodations in order to participate in this meeting, please contact Jen Miller, Iowa City Public Library, at 319-887-6003 or jennifer-miller @icpl.org. Early requests are strongly encouraged to allow sufficient time to meet your access needs.

Communications. None.

Consent Agenda. Matthews made a motion to approve the consent agenda. Shultz seconded. Motion passed 7/0.

Set Agenda Order for July Meeting. Rocklin clarified that the Trustees do not need to vote on the MOU between ICPL and ICPLFF at the next meeting. Rocklin stated the next agenda will have department reports and the Bylaws will be reviewed.

Adjournment. Rocklin adjourned the meeting at 5:44 PM.

Respectfully submitted, Jen Miller



Library Disbursements: June 1 to June 30, 2022

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				ACCOUNT TOT	ΓAL	3,300.00			

ACCOUNT/VENDOR	INVOICE	PO	YEAR/PR TYP S	WARRANT	СНЕСК	DESCRIPTION
10550121 442020 010823 SCHUMACHER ELEVATOR 010823 SCHUMACHER ELEVATOR		0 0	Structure R&M Services 2022 12 INV P 2022 12 INV P	625.21 062422 625.21 061022 1,250.42		Elevator Maintenanc Elevator Service MA
			ACCOUNT TOTAL	1,250.42		
10550121 445330 010004 A-TEC RECYCLING INC	220518-55087	0	Other Waste Disposal 2022 12 INV P	455.86 061722	271909	FAC/ Material Recyc
			ACCOUNT TOTAL	455.86		
10550121 452040 010290 LENOCH AND CILEK ACE 010290 LENOCH AND CILEK ACE 010290 LENOCH AND CILEK ACE 010290 LENOCH AND CILEK ACE	372187/3 372225/3	0 0 0 0	Sanitation & Indust Supplies 2022 12 INV P 2022 12 CRM P 2022 12 INV P 2022 12 INV P 2022 12 INV P	5 834.82 061022 -31.99 061022 130.00 062422 849.13 062422 1,781.96	271761 272228	FAC/Sanitary Suppli FAC/Sanitary Suppli FAC/Sanitary Suppli FAC/Sanitary Suppli
			ACCOUNT TOTAL	1,781.96		
10550121 463040 010290 LENOCH AND CILEK ACE	372333/3	0	Water/Sewer Chemicals 2022 12 INV P	359.40 062422	272228	FAC/60 pkg Water So
			ACCOUNT TOTAL	359.40		
			ORG 10550121 TOTAL	17,346.90		
10550140 10550140 438140 011937 AUREON COMMUNICATION		iry Com O	puter Systems Internet Fees 2022 12 INV P	300.00 061722	271916	JUN 2022 INV
			ACCOUNT TOTAL	300.00		
			ORG 10550140 TOTAL	300.00		
10550151 10550151 432080 016363 strong, kalmia	Lib F 61622	ublic 0	Services - Adults Other Professional Services 2022 12 INV P	100.00 062422	272269	AD/Honorarium for I
			ACCOUNT TOTAL	100.00		
10550151 445140 010050 TRU ART	118687011	0	Outside Printing 2022 12 INV P	93.50 061722	272043	CHI&AD/SRP Game Car
			ACCOUNT TOTAL	93.50		
10550151 469320 010536 INGRAM LIBRARY SERVI	59710087	0	Miscellaneous Supplies 2022 12 INV P	71.54 061722	271975	LIBRARY MATERIALS A

ACCOUNT/VENDOR	INVOICE	PC) YEAR/F	PR TYP S		v	VARRANT	СНЕСК	DESCRIPTION
			ACCOUNT	TOTAL		71.54			
			ORG 10550152	TOTAL		265.04			
10550152 10550152 432080 015231 HOME EC WORKSHOP LLC	53122	Lib Public O			l Services P	150.00	061022	271733	CHI/Comic & Cookies
015483 TORRALBA, ANN M	62322	0	2022	L2 INV	P	450.00	062422	272274	CHI/Family Night: L
			ACCOUNT	TOTAL		600.00			
10550152 445140 010050 TRU ART	118687011	0	Outside Pi 2022	inting 2 INV	Р	374.00	061722	272043	CHI&AD/SRP Game Car
010373 PIP PRINTING	109795	0	2022	L2 INV	Р	49.39	062422	32696	CHI/1 Children's De
			ACCOUNT	TOTAL		423.39			
			ORG 10550152	2 TOTAL		1,023.39			
10550159 10550159 435055 010468 U S POST OFFICE ACCT	061322	Lib Public O	Srvs-Comm Acc Mail & De 2022 2		Ρ	5,144.47	062422	272279	Bulk Mail Reimb. Ap
			ACCOUNT	TOTAL		5,144.47			
10550159 445140 010050 TRU ART 010050 TRU ART 010050 TRU ART	118256011SRF 118566011BKM 118677011SRF	1 0	Outside Pi 2022 2022 2022 2022	12 INV 12 INV	P P	9,821.00 535.00 188.00 10,544.00	061022	271837	EIA,CAS,ADM/ 58,020 CAS/2,500 Summer BK CAS/2,000 SRP Bookm
			ACCOUNT	TOTAL		10,544.00			
10550159 469320 010510 DEMCO INC	7136163	0	Miscellane 2022	eous Sup 2 INV	plies P	497.62	061722	271943	CAS/265 Folding Dis
			ACCOUNT	TOTAL		497.62			
			ORG 10550159) TOTAL		16,186.09			
10550160 10550160 435010 010509 BAKER & TAYLOR INC C		Library Col 0	lection Serve Data Proce 2022 2		Ρ	750.00	061022	271681	LIBRARY MATERIALS
010537 INNOVATIVE INTERFACE	INV-INC31551	0	2022	2 INV	Р	2,400.00	062422	272211	COL/Data Indexing
011068 OVERDRIVE INC	MR0137022179	0334 0	2022	L2 INV	Р	205.00	061722	272016	LIBRARY MATERIALS
			ACCOUNT	TOTAL		3,355.00			

ACCOUNT/VENDOR	INVOICE	PO	YEAR/PR TYP S	WARRANT	CHECK DESCRIPTION
10550160 445270 010509 BAKER & TAYLOR INC (c 200055052022∨	0	Library Material R&M Servi 2022 12 INV P	ces 1,469.34 061722	271919 LIBRARY MATERIALS
			ACCOUNT TOTAL	1,469.34	
10550160 469110 010509 BAKER & TAYLOR INC (с н659787dм	0	Misc Processing Supplies 2022 12 INV P	6.70 062422	272187 LIBRARY MATERIALS P
010546 MIDWEST TAPE	502190318	0	2022 12 INV P	806.56 062422	272234 LIBRARY MATERIALS
011252 ENVISIONWARE INC	INV-US-59898	0	2022 12 INV P	6,205.00 061722	271955 COL/ 33,000 RFID Ta
			ACCOUNT TOTAL	7,018.26	
		(DRG 10550160 TOTAL	11,842.60	
10550210 10550210 477020 010509 BAKER & TAYLOR INC (010509 BAKER & TAYLOR INC (010536 INGRAM LIBRARY SERVI	2036718976 2036722468 2036740284 2036744277 2036747651 2036747651	Child 0 0 0 0 0 0	dren's Materials Books (Cat/Cir) 2022 12 INV P 2022 12 INV P	94.91 061022 702.10 061022 342.21 061022 44.56 061022 98.92 061022 307.02 061022 1,589.72 51.42 061022	271681 LIBRARY MATERIALS 271681 LIBRARY MATERIALS 271681 LIBRARY MATERIALS 271681 LIBRARY MATERIALS 271681 LIBRARY MATERIALS 271681 LIBRARY MATERIALS 271739 LIBRARY MATERIALS
010536 INGRAM LIBRARY SERVI 010536 INGRAM LIBRARY SERVI	c 59496009	0 0	2022 12 INV P 2022 12 INV P	10.40 061022 31.11 061022 92.93	271739 LIBRARY MATERIALS 271739 LIBRARY MATERIALS
			ACCOUNT TOTAL	1,682.65	
10550210 477070 011068 OVERDRIVE INC	01370co22171582	0	Downloadable-eBooks 2022 12 INV P	235.45 061022	271793 LIBRARY MATERIALS
			ACCOUNT TOTAL	235.45	
10550210 477250 015034 KANOPY INC	3000173	0	Downloadable Media 2022 12 INV P	125.00 061022	271754 LIBRARY MATERIALS
			ACCOUNT TOTAL	125.00	
		(DRG 10550210 TOTAL	2,043.10	
10550220 10550220 477020 010509 BAKER & TAYLOR INC 0 010509 BAKER & TAYLOR INC 0	2036722462	Adul 0 0	t Materials Books (Cat/Cir) 2022 12 INV P 2022 12 INV P	155.20 061022 251.67 061022	271681 LIBRARY MATERIALS 271681 LIBRARY MATERIALS

ACCOUNT/VENDOR	INVOICE	PO	YEAR/PR TYP S	WARRANT	CHECK DESCRIPTION
010509 BAKER & TAYLOR INC C 010509 BAKER & TAYLOR INC C 010509 BAKER & TAYLOR INC C	2036744417	0 0 0	2022 12 INV P 2022 12 INV P 2022 12 INV P 2022 12 INV P	134.12 061722 94.76 061022 1,461.56 061722 2,097.31	271919 LIBRARY MATERIALS 271681 LIBRARY MATERIALS 271919 LIBRARY MATERIALS
010536 INGRAM LIBRARY SERVI 010536 INGRAM LIBRARY SERVI 010536 INGRAM LIBRARY SERVI 010536 INGRAM LIBRARY SERVI	59496009 59593083	0 0 0 0	2022 12 INV P 2022 12 INV P 2022 12 INV P 2022 12 INV P 2022 12 INV P	219.34 061022 412.13 061022 218.58 061022 111.51 061722 961.56	271739 LIBRARY MATERIALS 271739 LIBRARY MATERIALS 271739 LIBRARY MATERIALS 271975 LIBRARY MATERIALS A
			ACCOUNT TOTAL	3,058.87	
10550220 477070 011068 OVERDRIVE INC 011068 OVERDRIVE INC 011068 OVERDRIVE INC 011068 OVERDRIVE INC 011068 OVERDRIVE INC	01370co22170273 01370co22171503 01370co22171581 01370co22180767 01370DA22168886	0 0 0 0	Downloadable-eBooks 2022 12 INV P 2022 12 INV P	1,015.16 061022 9.99 061022 510.05 061022 1,180.47 061722 934.18 061022 3,649.85	271793 LIBRARY MATERIALS 271793 LIBRARY MATERIALS 271793 LIBRARY MATERIALS 272016 LIBRARY MATERIALS 271793 LIBRARY MATERIALS
			ACCOUNT TOTAL	3,649.85	
10550220 477220 010536 INGRAM LIBRARY SERVI	59593083	0	Multi-Media/Gaming 2022 12 INV P	57.46 061022	271739 LIBRARY MATERIALS
			ACCOUNT TOTAL	57.46	
10550220 477250 010546 MIDWEST TAPE	502193582	0	Downloadable Media 2022 12 INV P	2,707.93 061722	272004 LIBRARY MATERIALS
011068 OVERDRIVE INC 011068 OVERDRIVE INC 011068 OVERDRIVE INC 011068 OVERDRIVE INC 011068 OVERDRIVE INC 011068 OVERDRIVE INC 011068 OVERDRIVE INC	01370C022170291 01370C022171503 01370C022171581 01370C022181148 01370DA22168886 01370DA22168887 01370DA22171851	0 0 0 0 0 0	2022 12 INV P 2022 12 INV P	252.43 061022 116.72 061022 65.00 061022 2,130.36 061722 477.46 061022 190.00 061022 95.00 061022 3,326.97	271793 LIBRARY MATERIALS 271793 LIBRARY MATERIALS 271793 LIBRARY MATERIALS 272016 LIBRARY MATERIALS 271793 LIBRARY MATERIALS 271793 LIBRARY MATERIALS 271793 LIBRARY MATERIALS
015034 KANOPY INC	3000173	0	2022 12 INV P	2,451.00 061022	271754 LIBRARY MATERIALS
			ACCOUNT TOTAL	8,485.90	
10550220 477350 014521 LINKEDLN CORPORATION	10111576689	0	Online Reference 2022 12 INV P	13,125.00 061722	271995 LIBRARY MATERIALS
			ACCOUNT TOTAL	13,125.00	



ACCOUNT/VENDOR	INVOICE	PO	YEAR/PR TYP S		WARRANT	СНЕСК	DESCRIPTION
		ORG	10550220 TOTAL	28,	377.08		
FUND 10	000 General		TOTAL:	81,	064.13		

Carol Kirsch, President