



## **2022 Climate Study Report**

### **Ice Miller Racial Equity Solutions**



## Background and Scope

The Indianapolis Public Library (IndyPL) has publicly shared its commitment to racial equity in the 2021 “Indy PL’s Commitment to Racial Equity” (the Commitment) statement on the Library’s website. In the Commitment, Indy PL recognized that: “One of the many challenges facing American institutions today is the need to acknowledge and examine histories that have resulted in the exclusion of Black, Latina/o/x, Native and Indigenous people, immigrants, the LGBTQ+ community, people with disabilities, and other groups with intersectional identities. We recognize the past and share this history. We must work to undo the systems that have influenced library service models and impeded equitable service to underrepresented members of our community.” The Commitment goes on to describe several actions taken as a result of the commitment to racial equity, including undertaking a study to assess and address the workplace climate across the Indy PL system. Ice Miller Racial Equity Solutions “IM RES” was retained by the Library to carry out a comprehensive climate study.

### I. Executive Summary

IndyPL’s commitment to racial equity must be supported by a concrete set of actions that address equity, beginning with restoring trust among employees and leadership. Human Resources and People Practices need to be examined and updates applied to Interview and Hiring Processes; Harassment Reporting and Investigation; and Upward Feedback. Implementing an Office of Ombuds would help foster a supportive, ethical, and healthy organizational culture and enhance communication practices. The 2021-2023 Strategic Plan should be supplemented with an internal employee facing plan along with performance measures and stewardship plan for maintaining progress on DEIA and racial equity.

### II. Methodology and Information Gathering

#### Climate Study Methodology & Go Team Participation

Ice Miller RES conducted a comprehensive climate study that aligned with the Government Alliance on Race & Equity (GARE) framework and used both qualitative and quantitative data collection methods to assess the experiences of IndyPL employees as it relates to equity and inclusion in the workplace.

The findings and recommendations presented in this report are derived from data collected through a document review, interviews, focus groups and surveys (electronic and paper) conducted by Ice Miller RES.

Further, the climate study was informed by the “Go Team”, a group of internal and external stakeholders who were selected by the Executive Committee and represented a cross-section of employees in terms of demographic representation, position, department, tenure, and branch location. The primary purpose of the Go Team was to provide input and guidance to Ice Miller RES on the employee survey and employee participation in the climate study.

#### Go Team Roster

- Bethany Allison, West Perry
- Sarah Batt, Library Services Center
- Mark Curlin, Central Library
- Kim Ewers, Library Services Center

- Nichelle Hayes, Central Library
- Keesha Hughes, Library Services Center
- Bradley Johnson, Central Library
- Rachel Marquez, Wayne Township
- Alexandria Moore, Martindale - Brightwood
- Paul Moore, Michigan Rd.
- Sylvia Robertson, Central Library
- Michael Torres, Central Library
- Brandi Winston, Glendale
- Leah Nahmias, Central IN Community Foundation (CICF)

### Information Gathering Overview

The Ice Miller RES information gathering process included:

- An all-employee survey (458 responses; see appendix for additional participation data)
- Focus groups with voluntary attendance (all employees had the option to opt in to focus groups) (12 groups with 104 acceptances)
  - Including member focused groups for the Union, Staff Association, LGBTQ+ Committee, African American History Committee and Equity Council
- Interviews with the Executive Committee (10 interviews)
- Additional former key staff interviews (9 interviews)
- Interviews with the Board of Trustees current and select former members (8 interviews)
- Interviews with members of the Indy Public Library Foundation
- Public Library Comparative Analysis & Review of DEIA Efforts Across Systems (See Appendix)
- Document Review (654 files) dating back to (2016)

All the information gathered was maintained on a confidential ShareFile site.

### Public Library Comparative Overview & Analysis

As the Ice Miller Racial Equity Services Team conducted the climate study of IndyPL, an analysis of library systems with similar comparators strives to provide additional understanding. Comparative analysis offers additional context by placing IndyPL structures and initiatives against those of other systems. From general awareness to highlighting an alternative approach, identifying comparable systems gives us a more intentional frame of reference. The climate study will provide context to IndyPL structure, while this comparative analysis aims to compliment that work with a brief review of five library systems that have been identified as comparable to IndyPL. Certain systems may have similarities, but it is important to note the unique nature of libraries. There is not a one size fits all strategy and we appreciate the work of IndyPL staff members providing insight into this analysis.

These library systems include:

- Multnomah County Library, OR
- St. Louis County Library
- Denver Public Library, CO
- Salt Lake County Library System, UT
- Salt Lake City Library System, UT

In addition, we have included data related the Center for Black Literature & Culture (“CBLC”) to provide as an additional reference point. IndyPL also reviewed these libraries during the planning and design of the CBLC:

- The Schomburg Center for Research in Black Culture (New York, NY)
- The African-American Research Library and Cultural Center (Fort Lauderdale, FL)
- The Auburn Avenue Research Library on African-American Culture and History (Atlanta, GA)
- The Blair-Caldwell African American Research Library (Denver, CO)

Diversity, Equity, and Inclusion efforts in library systems across the country are top of mind, and we’ve identified four areas in each of the five systems to provide additional context, which includes IndyPL. (see Appendix)

- Numbers
- Diversity, Equity, Inclusion and Access
- Resources
- News

In this report, observations are based on the information made available (documents provided) as well as information deduced through focus groups, interviews and survey. Throughout the report, where "Relevant Survey Data & Comments" are cited, it references the Ice Miller RES-conducted survey of employees. Comments and any other data included in this report were deemed relevant by the Ice Miller RES; many comments are verbatim statements made by a stakeholder. These may or may not reflect the viewpoints of the entire staff; however, they are likely prevalent enough to affect the DEIA efforts and organizational culture of IndyPL. Recommendations are based upon the stated observations, stakeholder voices, and findings.

### III. Climate Study Findings

#### IM RES Finding

1. A significant amount of tension exists among Library employees as it relates to discussing matters of racial equity as well as in relation to what transpired during the May 24<sup>th</sup> virtual Board of Trustees meeting and its aftermath. Many Library employees indicated that a lack of trust exists among colleagues, the Executive Committee and the Board of Trustees as well as a fear of saying the wrong thing as it relates to matters of race, all of which has led to a divisive and unhealthy climate within the system.

#### Relevant Survey Data & Comments

	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree	Not Applicable/Don't Know
I have actively sought to discuss issues of race at work	50% (overall) 59% (Black) 47% (White)	43% (overall) 39% (Black) 46% (White)	7% (overall) 1% (Black) 8% (White)

I trust my <u>colleagues and co-workers</u> to do the right thing for this organization.	17% (overall) 27% (Black) 14% (White)	82% (overall) 74% (Black) 87% (White)	0% (overall) 0% (Black) 0% (White)
I trust the <u>Executive Committee</u> to do the right thing for this organization.	43% (overall) 55% (Black) 38% (White)	49% (overall) 35% (Black) 56% (White)	7% (overall) 9% (Black) 7% (White)
I trust the <u>Board of Trustees</u> to do the right thing for this organization.	62% (overall) 72% (Black) 59% (White)	29% (overall) 16% (Black) 34% (White)	8% (overall) 12% (Black) 7% (White)
At the Library, people of different backgrounds work well together.	17% (overall) 29% (Black) 9% (White)	82% (overall) 66% (Black) 89% (White)	2% (overall) 4% (Black) 1% (White)
My colleagues and co-workers respect my thoughts and feelings.	17% (overall) 17% (Black) 11% (White)	81% (overall) 75% (Black) 88% (White)	2% (overall) 7% (Black) 1% (White)

- I am fairly new to IndyPL but I get a sense of uncomfortableness around this subject.
- I think right now there is some apprehension among staff who are not BIPOC as to what should or should not be happening.
- Divided and uncertain
- I think the library has tried to make moves towards racial equity, inclusion and accessibility but I also think that the workplace culture has gotten progressively worse with the events that happened in the last year. There is broken trust between employees and management and the board, and there is a sense of constant anxiety and having to walk on eggshells in regard to these issues.
- We need people to be constructive and not destructive with one another, even when disagreeing.
- Need to improve relationship between public services and the closed departments. There is clear resentment from both sides.
- Our library system is much stronger/better if we all actually work together and not tear each other down.
- The response I had several times when the [offensive] comments were from staff and they were challenged by me was that they felt uncomfortable having conversations on the topic, as if they had to get everything right or they would be penalized or branded a “-ist” of some sort. Others would try to argue that what they said wasn’t that bad or their words were being twisted. There wasn’t a true growth mindset or willingness to be vulnerable enough to learn.
- Some days I just don’t want to engage at all for fear of doing/saying something wrong.

- I feel that there is a lot of mistrust in the organization, especially after the events of the summer.
- I struggle with, "who do I trust" to go to with any REI or DEI questions/concerns, not wanting the concern/question to be taken out of context.
- Two main issues. There is a culture here that manifests itself in distrust. For example, if a person of color leaves the library system, it is automatically assumed by some to be because of racism. Regardless of the actual facts of why they left. Secondly, there is a tendency by some to assume racism/sexism/homophobia is the reason for ANY negative interaction they experience. This is a culture issue. Marginalized people live in constant fear of negative/harmful experiences and non-marginalized live in constant fear of being called racist/sexist/homophobic in almost any interaction with marginalized individuals. It is getting in the way of many of us effectively doing our job for fear of reprisals from the "other" group. This is troubling. We are all on the same side...

### **Interview & Focus Group Comments**

- The past year and a half have been very difficult. We lost a CEO, a lot of angst among staff, who was doing what to whom, lot of distress, very difficult to work through, so many major changes, and only more changes ahead, no light at the end of the tunnel, makes it hard to love your job, come to work and be invested, the uncertainty about where things are going, lots of frustration.
- Seems like people want to say, "why is this a big deal." I want them to say this so I can talk. People are afraid to offend. There is fear to say the wrong thing. Training is good, but people don't want to live it out in real time situations.
- People think Black people can't own emotions. We talk to each other loud and animated. White people don't understand. They feel like they want to help, but they can't figure out how to help or if we are giving examples of how to help from where we stand, it's a problem how we share through our emotions.
- Unwillingness to even engage in conversation, mindset of "this isn't a problem at our branch" – can we talk about it? Take the time to have the conversations.

### **Document Review**

- DEI Listening Sessions/SWOT Analysis (60 interviews) was conducted in development of the 2021-2023 strategic plan identified the following themes regarding the divisive climate:

#### Weaknesses

- Inability to discuss race constructively
- Lack of respect for opposing viewpoints
- Lack of trust
- Comfort discussing LGBTQ issues and immigrants but not race
- Lack of facilitated conversation after racial equity training

#### Threats

- Misalignment of actions and words; creates lack of trust of leadership by staff
- Lack of tolerance

- Fear
- Inability to be vulnerable
- Exit Interview Surveys from the 2020-2021 time elicited the following comment in regarding the divisive climate:
  - Confusing, day to day everyone is nice; but then there is all of the stuff with the Recorder. Very clique-ish, not being a part of any of them can be alienating. Not a very unified culture. Upset by Recorder article, emailed board members expressing concerns about how that article would impact Library patrons, staff, service, etc. Received an insulting response back from one board member.

## IM RES Finding

2. Some Library employees expressed feeling unsupported and undervalued by Executive Leadership and the Board of Trustees and not having a voice in the decision-making processes. Further, employees indicated that the system's top-down hierarchical structure and practices leads to a significant lack of inclusion, a climate of rankism and low morale, especially so within certain position classifications where the majority of people of color are employed (e.g., circulation staff, shipping and receiving and pages).

## Relevant Survey Data & Comments

Results by Department & Not Management	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree	Not Applicable/Don't Know
I believe the Library's Culture is engaging and empowering.	33% (Public Services) 45% (Closed Department)	66% (Public Services) 49% (Closed Department)	1% (Public Services) 6% (Closed Department)
I am satisfied with the culture of my workplace.	35% (Public Services) 50% (Closed Department)	63% (Public Services) 49% (Closed Department)	2% (Public Services) 0% (Closed Department)
My work is fairly acknowledged and rewarded.	27% (Public Services) 46% (Closed Department)	70% (Public Services) 52% (Closed Department)	2% (Public Services) 1% (Closed Department)

Results by Black & White Employees Overall	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree	Not Applicable/Don't Know
I believe the Library's Culture is engaging and empowering.	46% (Black) 32% (White)	53% (Black) 66% (White)	1% (Black) 1% (White)
I am satisfied with the culture of my workplace.	43% (Black) 36% (White)	56% (Black) 63% (White)	1% (Black) 1% (White)
My work is fairly acknowledged and rewarded.	31% (Black) 28% (White)	65% (Black) 70% (White)	3% (Black) 2% (White)

- Overall culture is very disheartening for staff in terms of power of administration placing staff and its needs at the bottom of the list of concerns.
- There is a definite hierarchy in place where things are discussed at the executive level and a decision is made and then passed on to employees in lower positions and most times the decisions are never revisited to evaluate the effectiveness and the impact that the decision has made on the workflow and people.
- The real breakdown of culture seems to be that those on the executive level are so disconnected from all other workers and what our day-to-day work and experiences really entail.
- I believe the culture here is "management knows best", which totally discounts the opinions / experiences / knowledge of the front-line workers.
- This library system has a culture of hierarchy that is inappropriate for an institution that needs to innovate but I do think that is getting much better than it was when I started ten years ago.
- Staff that work in the branches constantly feel like they have no voice and are almost never asked for their opinions.
- Making sure executive level employees and board members listen to staff concerns and are open to talking about these concerns.
- A flattening of management, with more people working with the public, and more consideration of the people who currently work with the public.
- The executive level of the library needs to start focusing on its workers in general and put some of the decision making into their hands. The top-down business model does not work for a public entity such as a library. When workers are left out of important processes, the heart of the organization is removed and felt by all. The staff is capable and willing to create a better organization but need supportive leaders.
- I believe trust needs to be rebuilt and upper management and the board need to show current employees that they are valued and respected.
- Resources for employees to organize and be a part of the decision making.
- Open communication, clear dialogue, a way for employees to be heard and get recognition.
- Public Services is a very hierarchical one-way culture, without many opportunities to provide honest feedback, share ideas, and interact directly with ARMs, the Chief Public Services Officer, and the CEO, whose positions I wish I understood better (especially the ARMs, who I wish could be a more supportive presence at the branches they oversee).
- Staff that work in the branches constantly feel like they have no voice and are almost never asked for their opinions.
- I can only speak for myself, but it seems to me that work culture problems are mostly related to ignoring the thoughts and concerns of regular, non-managerial staff, regardless of race.



- Just recently re-read the entire policy manual, riddled with lack of trust and transparency, over reliance on "chain of command", experiences don't flow through the system to understand what is happening and learn from one another, all experience this but particularly negative impact on people of color and those in the non-dominant culture, their experiences don't guide and shape the way the organization functions, transparency, trust and opportunity are squelched, need to minimize overly structured hierarchy and layers of management.
- I feel those working with the public every day have a much better understanding of their needs than the higher ups who do not work with the public. Policies often reflect this disconnect and those on the ground doing the work should be the ones listened to first and foremost before decisions are made.
- I believe we work in an organization with many silos with an emphasis on 'hierarchy'. Job title and position seem to matter more than the work we do as a public service organization. If we are "One Team" then we should act as such.
- Librarians as a professional group like to think of themselves as progressive and inclusive (in general), but I have seen instances where some (both rank & file and management) look down on people who do not have a master's degree.
- Stopping the focus of expecting a Master's in Library Science to promote or to be worthy of listening to. There are many aspects of working at a Library this large, which includes people coming in with different strengths, backgrounds and degrees, who can all add to the culture of the library.
- Greater involvement of all staff in decision making processes (pages really have an intimate knowledge of the collection, for example, and their opinions on collection development should be heard).
- I have talents and skills that can advance this libraries social and business goals. So do some of my coworkers, but that experience, the bylaws state, stays on the other side of the library door. Unfortunately we fall at the nadir of the org chart. As it has been told to us, "It's not who you are, what you have done or what you can contribute. It's how fast you can do this job." In other words the job is essential, not the person doing it. Thank you ALA. From September 2015 to January 2016 HR produced a number of emails that announced increases in pay, incentives and benefits. Spelled out, in bold for added emphasis, was that a certain class of employees were to be particularly excluded. There are still ill feelings and wonder, even at this date, why we stay. We have just as much commitment to and, it has to be love cause there is no money in it, for Libraries. While this level of employees are excluded from nearly all of this library's requirements and benefits, not being treated as if we are 'sticking our heads into the library's tent' would be a refreshing change.
- Acknowledge closed departments work and not value it less because people don't know or see what is being done. We could not exist with the other. Need to improve relationship between public services and the closed departments. There is clear resentment from both sides. Take some power away from EC. There are too many decisions being made at the EC level that ignore recommendations/concerns from staff at a lower level. The answer can't always be yes, but our thoughts and expertise should be considered and utilized. We currently get a lot of lip-service, and not enough consideration or appreciation of what we bring to the library. A lot of decisions being made by only a few at the top. With a staff of 500+, the library

has a very small number of people with the power to make all of the decisions for the rest of us.

### **Interview & Focus Group Comments**

- Shipping and receiving we treat as “second class” – they make the place run are the backbone.
- Flatten the organization so the employees will be closer to decision making.
- A lot of people on the Board of Trustees don’t know staff, don’t know programming – apparent when watching Board meetings.
- We are cogs in a machine, not respected. We should be creators in the environment.
- Finding ways to increase engagement and specifically non-librarian, support staff positions so they feel more noticed and how their work makes a difference.
- More conversations across system and breaking out of silos so managers are making decisions that arise out of employee needs not “handing down”, which would give people of color more voice
- Find ways to look at each other, listen to each other and work/co-create, allow new practices to arise, libraries have a long history and ways of working via library science, which have very narrow leadership decision making based on degree/credential and need to allow others into the conversation without that background, lot of opportunity to deconstruct whether you have to have that degree or what lessons are taught in those programs that aren’t conducive to creating fairness/equity
- May not value pages as much, may drive different treatment
- Voices of higher levels of organization are more valued, pages less valued
- Lack of appreciation for employees in non-management positions. More specifically, several comments shared that the Library does not value “front line” workers and that the Library generally does not appropriately value positions that do not require advanced degrees.

### **Document Review**

- DEI Listening Sessions/SWOT Analysis (60 interviews) was conducted in development of the 2021-2023 strategic plan identified the following themes about employees feeling supported and valued:

#### Weaknesses

- Disconnect between leadership and staff
- Undervalued circulation staff
- Lack of inclusion of all staff members – specifically pages
- Decision makers not impacted by policy decisions

## Threats

- Relationship between board and leadership
  - Misalignment of actions and words; creates lack of trust of leadership by staff
  - Accountability for leadership
  - Lack of voice
  - Management doesn't take things seriously
- Exit Interview Surveys from the 2020-2021 time elicited the following comments regarding employees feeling supported and valued:
    - Sometimes more communication is needed and direct support staff need to be asked for opinions on things that directly relate to them before decisions are made. Some aspects of every day work may not be as apparent to higher level staff who are not working with patrons every day.
    - More communication and, of course, more interaction between higher position people and those who work with patrons regularly.
    - However, within Indy PL, I have noticed and felt some exclusion among employees during my time here. I have felt left out of some communications and input when it comes to my job and felt personally excluded by other employees in some instances...In my observation, some librarians may not be as inclusive as they may believe they are of other staff who have different education and areas of expertise.
    - Poor [culture], moral[e] is down. We attend lots of trainings but it takes more than education to change culture. Culture can't change until management has an understanding of what is really going on in the branches.
    - My team had very little support and I did not feel like our opinions or goals were always respected.
  - Based on the "2020 Diversity Report Charts", Black and Latinx employees are primarily employed as administrative support workers (e.g., assistants, circulation, page) and laborers and helpers (e.g., shipping and receiving).

<b>Job Categories by Race</b>	<b>Black or African American</b>	<b>Hispanic or Latino</b>	<b>Asian</b>	<b>Two or More Races</b>	<b>White</b>	<b>Did not respond</b>
Technicians	0%	0%	0%	0%	100%	0%
Service Workers	33%	0%	0%	0%	67%	0%
Sales Workers	0%	0%	0%	0%	100%	0%
Professionals	15%	5%	1%	2%	76%	1%
Operatives	50%	0%	0%	0%	50%	0%
Laborers and Helpers	13%	0%	0%	0%	88%	0%
Firs/Mid-Level Officials and Managers	20%	2%	2%	0%	76%	0%
Executive/Senior Level Officials and Managers	20%	0%	0%	0%	80%	0%

Administrative Support Workers	19%	5%	4%	3%	66%	2%
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\*0% reported representation of American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander

### IM RES Finding

- Inclusivity at the Library is challenged by incidents of mistreatment among staff as some employees reported either receiving or directly overhearing offensive comments, harassment or bullying from other colleagues regarding their or a patron's race or ethnicity, gender or gender identity, sexual orientation, disability and/or nationality. This environment also influences how employees feel about their workplace with Black employees reporting lower levels than White employees of feeling comfortable being their authentic self at work, having a sense of belonging at the Library and having their unique attributes and backgrounds valued at work.

### Relevant Survey Data & Comments

	Race or Ethnicity	Gender or Gender Identity	Religion	Sexual Orientation	Disability	National Origin	Some other aspect of personal identity
In the past year, I have personally received offensive comments, harassment or bullying from colleagues regarding (check all that apply)	8% (overall)	4% (overall)	1% (overall)	2% (overall)	4% (overall)	0% (overall)	7% (overall)
	22% (Black)	6% (Black)	0% (Black)	0% (Black)	6% (Black)	0% (Black)	12% (Black)
	3% (White)	4% (White)	0% (White)	2% (White)	3% (White)	0% (White)	3% (White)
In the past year, I have directly overheard offensive comments, harassment or bullying from colleagues to either other colleagues or patrons regarding (check all that apply)	15% (overall)	11% (overall)	4% (overall)	6% (overall)	5% (overall)	4% (overall)	7% (overall)
	28% (Black)	10% (Black)	6% (Black)	7% (Black)	4% (Black)	3% (Black)	3% (Black)
	11% (White)	10% (White)	3% (White)	4% (White)	5% (White)	3% (White)	8% (White)

	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree	Not Applicable/Don't Know
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I feel comfortable being my authentic self/who I really am at work.	25% (overall) 31% (Black) 19% (White)	73% (overall) 69% (Black) 80% (White)	1% (overall) 0% (Black) 1% (White)
I feel a sense of belonging at the Library.	30% (overall) 43% (Black) 23% (White)	68% (overall) 54% (Black) 76% (White)	1% (overall) 3% (Black) 0% (White)
I have felt that my unique attributes and background are valued.	33% (overall) 42% (Black) 26% (White)	65% (overall) 57% (Black) 72% (White)	2% (overall) 1% (Black) 2% (White)

### Comments Related to Offensive Comments

- I have dealt with micro/macro aggressions. Questioning my credentials or experience. Questioning if I'm an employee when going to the employee entrance with a badge (not seeing Black people as librarians is a real issue). Asking if I had a nickname and inferring that my legal name was too difficult to pronounce.
- I have been told how I don't act like the "standard" person of my race should (they said it jokingly, but it was still rude and hurtful) and it's been said more than once.
- Maybe if Black people were "good" when they got pulled over, they wouldn't have so much trouble with the police.
- A manager asked me multiple intrusive questions regarding my natural hair texture.
- A former supervisor made comments in regard to my supposed effeminacy.
- A colleague made a disparaging remark about the Chris Gonzales collection.
- Being trans – people asking me about my genitals and what I am going to do with them by MULTIPLE people which is incredibly inappropriate. People making jokes about pronouns.
- The problematic comments I hear the most frequently are definitely in regard to disabilities, specifically mental/intellectual disabilities of patrons. Folks seem to be ill equipped to deal with patrons who express themselves in atypical ways (stimming, talking to themselves, mentioning hearing voices) and often will make disparaging remarks.
- Staff, including security, will routinely make disparaging comments about patrons experiencing homelessness, comments such as "animals", "bums" and "they shouldn't be here."
- I had experienced microaggressions regarding my nationality and felt brushed aside for not being American.
- I have also seen people be inclusive and welcoming to a patron's face but then trash them with colleagues later.

- [A staffer made] Comments regarding an all-Black girls community program that used our community room stating, “If it was just for white girls people would freak-out.

### Document Review

- DEI Listening Sessions/SWOT Analysis (60 interviews) was conducted in development of the 2021-2023 strategic plan identified the following themes regarding offensive comments or microaggressions:

### Weaknesses

- Mistreatment of staff by colleagues

### Threats

- Bias
  - Lack of tolerance
  - Issues not responded to well
- Exit Interview Surveys from the 2020-2021 time elicited the following comments regarding accountability:
    - The culture as a whole is fine, but departmentally speaking, my specific department is often not always professional. There is an attitude that certain employees can get away with things because no one wants to upset them. Therefore jobs are not done correctly and behavior/attitude is poor.

### IM RES Finding

4. Employee perceptions on whether there is active support for DEIA within the organization and an authentic interest to change the Library's culture are mixed with Black employees reporting significantly lower levels of belief than White employees that there is active support for DEIA among their colleagues and co-workers, the Executive Committee and the Board of Trustees. Further, some employees believe the Library's work in this space is performative.

### Relevant Survey Data & Comments

	<b>Strongly Disagree, Disagree, Neither Agree nor Disagree</b>	<b>Agree, Strongly Agree</b>	<b>Not Applicable/Don't Know</b>
The current focus on the climate improvement process as a reaction to recent events represents an authentic interest in changing the Library's culture.	31% (overall) 35% (Black) 26% (White)	65% (overall) 63% (Black) 70% (White)	4% (overall) 1% (Black) 4% (White)

I believe there is active support for diversity, equity, inclusion, and accessibility among <u>my colleagues and co-workers</u> .	13% (overall) 31% (Black) 9% (White)	84% (overall) 66% (Black) 89% (White)	3% (overall) 3% (Black) 3% (White)
I believe there is active support for diversity, equity, inclusion, and accessibility among <u>the Executive Committee</u> .	33% (overall) 45% (Black) 25% (White)	53% (overall) 40% (Black) 60% (White)	14% (overall) 15% (Black) 15% (White)
I believe there is active support for diversity, equity, inclusion, and accessibility among <u>the Board of Trustees</u> .	44% (overall) 57% (Black) 39% (White)	41% (overall) 25% (Black) 45% (White)	15% (overall) 18% (Black) 16% (White)

- Much promotion that it is important but actions taken do not always reflect the emphasis placed on it.
- I believe that we talk about it a lot but don't always practice it. When we do practice it, it's more likely with patrons and not necessarily with our colleagues.
- Still too superficially focused on PR, how we look to "the public", how we treat "the public", and not authentically being sensitive to how employees actually experience their work culture/environment day-to-day.
- Just for "show", no real concrete changes.
- Feels like a lot of what's happening is a response to the news articles and less of a want to change.
- I would say the organization tries to push forward with racial equity inclusion and accessibility but there is much work to be done to ensure it is for the right reasons not just for show to mend the work atmosphere.
- Forward-thinking on the surface, but I'm not convinced any real progress is being made behind closed doors.
- It seems to be more focused on public facing inclusivity rather than true inclusivity when it comes to representing the different cultures we serve.

- all for show. the concern from the executive committee and the board is that in the most superficial ways it can appear to an outsider that we have a diverse workplace...this climate study, hiring a DEI officer, etc. is designed to look good to outside groups, like the city council. very little effort, even after the issues earlier this year, has been put into fixing the internal communication issues, the abysmal staffing shortage, and the unsafe work environment that trouble so many employees (especially those who deal with the public).
- Changing only due to public pushback; seems to only be at face-value/on the surface, not yet dedicated to actually solving internal issues involving uplifting POC staff
- I appreciate the current push to advance racial equity, inclusion, and accessibility but I worry that it remains surface level.
- The CIP appears to be reactionary/performative. I don't personally know anyone who has been interviewed about their personal experiences before the CEO resigned. No one seemed very concerned about any of this. It was just business as usual and lip service paid to diversity.
- Our culture is one of talking about change but not taking actions to really affect change.

### IM RES Finding

5. The Library's recent racial equity trainings have been informative and eye-opening for many employees, but employees reported that a gap exists as it relates to applying the learning in the workplace. Employees reported mixed perceptions on the Library's culture reflecting cultural competence and inclusivity with Black employees reporting lower levels of belief than White employees. Additionally, employees reported mixed perceptions on the overall effectiveness of their colleagues and co-workers, direct supervisor or manager, the Executive Committee and Board of Trustees in advancing diversity, equity, inclusion, and accessibility at the Library. Further, some employees indicated a significant need for enhanced managerial and supervisor training that is specific to the Library's policies and procedures as well as new employee onboarding.

### Relevant Survey Data & Comments

	<b>Strongly Disagree, Disagree, Neither Agree nor Disagree</b>	<b>Agree, Strongly Agree</b>	<b>Not Applicable/Don't Know</b>
I believe the Library's culture reflects cultural competence and inclusivity.	42% (overall) 52% (Black) 36% (White)	57% (overall) 47% (Black) 62% (White)	2% (overall) 0% (Black) 2% (White)

	<b>Ineffective, Somewhat Ineffective, Unsure</b>	<b>Somewhat effective, Effective</b>	<b>Not Applicable/Don't Know</b>
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How would you rate the overall effectiveness of your <u>colleagues and co-workers</u> in advancing diversity, equity, inclusion, and accessibility at the Library?	17% (overall) 26% (Black) 13% (White)	80% (overall) 70% (Black) 84% (White)	4% (overall) 3% (Black) 4% (White)
How would you rate the overall effectiveness of <u>the Executive Committee</u> in advancing diversity, equity, inclusion, and accessibility at the Library?	42% (overall) 47% (Black) 37% (White)	45% (overall) 44% (Black) 48% (White)	13% (overall) 9% (Black) 15% (White)
How would you rate the overall effectiveness of <u>the Board of Trustees</u> in advancing diversity, equity, inclusion, and accessibility at the Library?	56% (overall) 63% (Black) 52% (White)	29% (overall) 24% (Black) 32% (White)	14% (overall) 15% (Black) 15% (White)

- Racial Equity trainings have been helpful, more so for the in-person ones. One book, one city initiative with Jason Reynolds was also effective. To continue having sessions like this ensures the culture at the library is moving in the right direction.
- My concern is that we have focused on historical education (IPS training and reading "Stamped") which are good and important, but do not clearly translate to in-workplace actions. Other things that might help our DEI issue - like manager training, personal conflict resolution...have been less focused and could be potentially more impactful for staff.
- I think there isn't enough emphasis on the history of the Library and other institutions that create and enforce the barriers we're fighting against today
- I have appreciated the Racial Equity Training that I took at IPS, as well as a microaggression workshop that I took as a webinar. They helped me challenge some of the preconceived thoughts and beliefs that I held or grew up with. On the flip side though, there have been many trainings that I found to be less than helpful (navigating differences) and several that I found to be borderline harmful like this year's required training on prejudice. In general, I think we've been trying to "train our way out of racism," which besides being unrealistic, also is unfair to BIPOC employees, who have had to sit through many of the same trainings as their white colleagues. We've had a one size fits all approach to training (not including the racial healing sessions or the Stamped discussion) and that's a major failure. We also haven't had follow up

on many of these trainings, so they feel more like checking a box than actually addressing racial equity, inclusion, and accessibility.

- In terms of library culture as created and supported by the staff, I think a lot of the staff could use more resources to support engagement and critical thinking on how we connect with this work on an individual level. It's one thing to talk about supporting the community as an organization, and a whole other thing to individually examine how our own beliefs and actions are affecting these stated goals on even a day-to-day basis.
- IndyPL has thrown a lot of DEI training at the staff in the last 12 months. I'm not confident that any LEARNING has been done as a result. There have not been any impact/measurements to demonstrate effectiveness that I'm aware of at this time.
- I think a more robust and intentional manager training program is required. That would include opportunities to add skills before one becomes a manager, in preparation of applying to be one, and then continued education afterwards.
- Training is good for everyone but overwhelming everyone with DEI training ALL OF THE TIME becomes wearying and quite honestly, makes people resentful. It's got to be part of the fabric of professional development without being the everything.
- Better manager and supervisor/public services training. Hands down. I've learned every position I've been in on the fly, and the formal training trickled in later or not at all. I've seen improvements made, with the start of the new Supervisor Success series, but I strongly believe one of the reasons we have people being treated unfairly is because managers and supervisors are learning to do their job via word-of-mouth, whatever gets passed down to them off handed, and day to day on the job experience in survival mode. Circulation has a lot more streamlined procedures system wide, so I believe their training is handled differently and it's not as much of an issue. With public services... it's a mess. Your training is library school and anything you have time to electively train yourself in. We have phenomenal leadership/general management trainings available to us, and that's great, to help us develop those skills. However, there is no formal IndyPL training for managers and supervisors. i.e. how to write reviews, how to write reports, checklist on what to train new librarians on, how to use MUNIS, how to document behavior following IndyPL guidelines. We get our Person in Charge training, but refreshers every couple years as policies update would be helpful. Each branch does a lot of things differently, and it makes sense sometimes for staffing layout/building set up etc. in other ways, it opens the door for people to be treated unfairly. Formal, IndyPL specific, manager training for new managers to complete BEFORE arriving in their new position, would help this a LOT.
- We need better more realistic training and not just random webinars. We need more required training as well. I believe without real life examples most managers just assume the rules are not related to them.
- Training managers on accountability and determining expectations across the system in real, living, actionable words.
- A more robust professional development program allowing staff to continue education and be promoted from within.

- We also need management to have the proper training they need in order to do their jobs effectively - in order to handle workplace complaints.
- Continuing non-LEU (Library Education Unit) training for managers, including business practices such as communication tools, styles, and interviewing processes.
- Education about specific cultural experiences and how to bring those into our daily work lives.
- Take the lessons we are learning and really turn this into practice. I feel a lot of what we are doing is academic right now instead of practical.

### **Interview & Focus Group Comments**

- When you send people for training, but don't know if they interpret the training and if they go out and apply it and try to understand if the thought process is correct.
- System-wide reading of Stamped was remarkably impactful for many people...follow-up discussion groups and as a whole raised my awareness in an impactful way that is still part of me
- Feel like when we look at conversations and trainings around race, they are the type of trainings that are not supporting the internal transformation, informative to people who haven't explored the history of race, policies, economic practices, important but don't necessarily assist the library with crafting a new culture/organization
- Training has helped personally but IndyPI is not implementing what is trained
- Racial equity training through IPS was a "mind blower", provided different way to think about things and systemic racism, gave employees an opportunity to be on same wavelength and have common language
- IPS training was impactful because it was so comprehensive. Any training that is strictly online is limited. Stamped training was very impactful. Collaborative trainings are the most successful where people can talk and discuss.
- The importance the library has put on DEIA training has opened lines of communication
- The thoughtfulness about who is being invited to author talks, collections, physical spaces is impacting the culture of the library and representation of the community
- Racial equity training from the People's Institute – has seen colleagues attend and have a change in their thought processes in this area, bring awareness to people, has had a positive experience attending and others attending
- Racial trainings that we get do not support transparency or in crafting a new culture
- No onboarding, no training for supervisors, no training for staff, huge problem. In absence of real information then conspiracy theories happen, biggest failure lack of training and training needs to be ongoing

## Document Review

- Competency training is currently offered through Niche Academy and is connected to employee annual reviews. The library typically includes 2-3 safety competencies, 2-3 library focused competencies and 2-3 general customer service or other personal skills competencies.
- Ongoing since 2019, employees members have been attending racial equity training through IPS or Child Advocates.
- In 2019, all employees participated in Navigating Difference Training.
- In 2020, all employees were required to read Stamped by Ibram X. Kendi and Jason Reynolds and participate in at least 2 discussion sessions for full-time and at least 1 discussion session for part time staff.
- A multi-part implicit bias training model focused in management, evaluation, hiring and interaction with colleagues and staff was developed in 2020 and planned for 2021 but does not appear to have been fully implemented.
- Bystander Intervention training has been previously provided to employees.
- In 2020, “Tinted Windows – Crooked Mirror” was presented at the Staff Day
- DEI Listening Sessions/SWOT Analysis (60 interviews) was conducted in development of the 2021-2023 strategic plan identified the following themes regarding training:

### Weaknesses

- Training is everywhere – clear goals and priorities – too much and not the right stuff
- Lack of facilitated conversations after racial equity training

### Threats

- Lack of understanding of our history
- Exit Interview Surveys from the 2020-2021 time elicited the following comments regarding training:
  - As an entire system the communication, appreciate, and training was more challenging.
  - ALL positions should be posted and everyone internally should have an opportunity to apply. Staff perceive this as favoritism or ‘the old boys network’. Navigating Differences training specifically addressed this issue, of avoiding the old boys situation. So after all that training management does not put the training into practice, it continues. It seems to be an example of do as I say and not as I do, and as long as that continues morale will be low.

- Training or handling issues we see on a daily basis was not sufficient. We see people who come from a variety of backgrounds and may be experiencing serious issues like poverty, homelessness, health crises, and addiction. It is draining to confront those issues day after day. Webinars on self-care are not enough. We should receive some of the training social workers receive to combat compassion fatigue.
- A lot of information that was not available. A timeline or a routine for this position. A better set of goals, deadlines.

## IM RES Finding

6. The Library's 2021-2023 Strategic Plan is predominantly externally focused and community facing with the internally facing Strategic Objectives being limited to diverse recruitment budget spend, embedding racial equity into the Library's culture and racial equity training for staff. Most employees do not believe the Library has well-developed strategies for improving equity, diversity, inclusion, and accessibility for its employees with Black employees reporting lower levels of belief than White employees. Additionally, there is a lack of clarity around the goals and actions for improving DEIA internally. Further, employees reported that they are continually being asked to do more with less staffing and resources, which has led to fatigue, burnout and low morale. The lack of a comprehensive employee facing DEIA strategy in combination with employee exhaustion is a significant barrier to moving forward and improving DEIA internally.

## Relevant Survey Data & Comments

	<b>Strongly Disagree, Disagree, Neither Agree nor Disagree</b>	<b>Agree, Strongly Agree</b>	<b>Not Applicable/Don't Know</b>
I understand the mission and vision of the Indianapolis Public Library.	9% (overall) 10% (Black) 6% (White)	89% (overall) 88% (Black) 92% (White)	1% (overall) 1% (Black) 1% (White)
I understand the 2021-2023 strategic plan of the Indianapolis Public Library and how my day-to-day work fits in.	29% (overall) 26% (Black) 30% (White)	66% (overall) 70% (Black) 65% (White)	5% (overall) 3% (Black) 5% (White)
The Library has well-developed strategies for improving equity, diversity, inclusion, and accessibility for its employees.	54% (overall) 63% (Black) 48% (White)	36% (overall) 29% (Black) 41% (White)	9% (overall) 7% (Black) 10% (White)
The Library has well-developed racial equity strategies for recruiting employees.	46% (overall) 56% (Black) 40% (White)	26% (overall) 24% (Black) 27% (White)	28% (overall) 19% (Black) 34% (White)

A commitment to diversity, equity, inclusion and access based on race, gender, sexual orientation, gender identity and disability is incorporated in the Library's policies, practices, and operations.	26% (overall) 32% (Black) 24% (White)	67% (overall) 58% (Black) 71% (White)	7% (overall) 9% (Black) 5% (White)
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### Comments Related to DEIA Strategy & Implementation

- People don't know what they don't know and because everything is so uncertain, people are unclear about goals.
- Well-intentioned but unsure about the most effective ways to change current practices or habits and move in a better direction.
- I feel like everyone wants to be inclusive or at least they say they do, but when put into effect things get muddled.
- I believe that racial equity, inclusion, and accessibility is the #1 priority for IndyPL from the strategic plan to the collection to staffing, in earnest. That said, being part of a closed department, I have no idea how that extends out to all branches.
- I think there are some issues that people don't have full clarity on or, there isn't a lot of direction on the action steps and responsibilities of each level of staffing to do.
- Good intentions, but insufficient execution.
- I think the bigger question is whether we're going to be able to incorporate these ideas and changes deeply enough in our processes and culture that they'll stick long-term or whether when the active part ends the processes and culture will slip back into the previous patterns.
- Needs guidance to steer people toward success. Needs metric to measure success.
- The library talks a lot about trying to advance these concepts in its work with the community. But I think there is a disconnect between the stated mission/goal of the library to achieve these ideas and the procedures implemented to achieve them as well as the individual attitudes of staff members. Particularly as it relates to DEIA within the staff, I think the library talks a lot about trying to be equitable and hire diverse staff. But what does the library do to support these individuals really? In this field, socio-economic class plays a huge role in who gets to work in libraries. Many positions in the library require advanced degrees that cost a lot of resources (time and money). If the library isn't taking significant steps to alter the accessibility of the field, then how truly effective are (stated) diverse hiring practices? The library needs to really think about whether it is really supporting the communities it purports to support at every possible level. There have been some positive steps in recent years, but those steps were hard fought for and to be frank, plenty of other public institutions are years ahead of us in this regard. We're behind the curve, and talking as though we're the first ones to get here.

- I think time needs to be taken to really plan thoughtful strategies to address all of the organizational needs. Since the events of the summer, the interim CEO and EC have reacted to everything, quickly -- some of the culture, especially around hiring/retention and training, will take time and resources to build really effective and sustainable models.
- A recognition that actual change and progress takes real investment and costs (you can't do DEI cheaply, it's supposed to be expensive because it is fixing injustices caused by viewing diverse labor as inexpensive and disposable.)
- In general, as an overall impression, I am not convinced that the majority of people in any of these groups are that effective, or even know exactly what is expected of them or how to be effective agents of change.

#### Comments Related to Staffing & Fatigue

- A general feeling of exhaustion or over-saturation of the topic at times has been expressed by staff - as if they are being pushed to fix a huge problem too fast - resulting in burnout and lack of progress from those most in need of training and advancement in this area.
- Staff is told to "make it happen" despite not having adequate resources.
- I also think that the work practices are extremely outdated and many branches and departments have been or currently are understaffed which has led to low employee morale.
- We have a cultural problem that goes beyond racism- we are stretched too thin in most places when it comes to staffing, we haven't had an HR department that we had much faith in, and we feel overworked and underpaid as a system. Covid made all our cultural issues feel much bigger. It widened the gap between employees in closed departments and frontline staff. Our staffing shortages, especially when we got rid of substitutes, have felt larger than ever. And our smaller branches, many of which serve our most vulnerable populations have been inequitably impacted by these changes. We have felt fragmented culturally as a whole but when it has come to inclusion, it has felt especially fraught. We are a large institution that hasn't done enough to address our inequities and we've been way, way too slow to apologize, listen, and do better.
- Many branches and departments have been or currently are understaffed which has led to low employee morale.
- We do not fill positions in a timely manner so that we can wait for diverse clients. This is having a major effect on the staff left behind to pull the extra weight.
- But burnout is now an issue, because we never seem to have enough off-desk time to do the important team building and staff development work necessary to reach our goals of racial equity, inclusion, and accessibility, nor do we have buy-in from our current manager that this kind of work is even necessary.
- Inequitable Staffing Models- We have neighborhood branches that literally have been unable to open this year if one employee calls in sick due to the small number of staff they have in the first place and staffing shortages. Removing substitutes has eliminated the small amount of padding that they had. Meanwhile, large branches, especially Central, feel overstaffed based on the amount of foot traffic and circulation they have. We're staffing for the size of a

building, not the number of patrons, and that is problematic, especially when we have staff who are not staffing the public facing desks. Not Enough Staff in General- We have opened Michigan Road, Martindale Brightwood, and West Perry, all of which involved having larger staff counts than the branches that they replaced. I have no idea at all how we are going to be able to staff Fort Ben, especially since our budget hasn't expanded. We are stretched way too thin and more tasks have been placed on everyone, which is unfair, and leads to resentment.

- Tons of new projects, programming, and initiatives are announced and tracked while branch staff continue to be overwhelmed just trying to provide basic library services to patrons. There are not enough staff to develop programming, lead the developed programs, provide community outreach, clean up after patrons, enforce rules and policies, monitor the behavior of unattended teens and minors, supervise the building and grounds, tend to returned materials and shelving, work with patrons one-on-one to meet their needs, provide computer assistance and printing/faxing/copying all at the same time all day long. The understaffed smaller locations can barely provide enough staff to open and close safely and the Library continues to move forward with expanding hours of operation and new locations - while also expanding mandatory trainings, surveys, meetings, workshops, etc which leave patron service a distant and down-graded function. Meanwhile, Central, Programming Development, and some of the larger locations seem to have truly immense staffs with plenty of time to dream up large projects and new initiatives to add to everyone else's workload. It has finally reached the point that it is obvious and ridiculous and I have seen staff at multiple locations "roll their eyes" when they hear from upper management with more and more new directives, projects, goals, and programs when they feel like they can currently provide their patrons with only bare minimum service.
- At the core, so much of the issues are rooted in lack of capacity - everyone including leadership feeling stretched to thin. I don't envy the leadership who are juggling so much, but they always seem to take on MORE. If we can't hire more staff, then perhaps we must scale back what we do. Problem can't be fixed and training can't be truly engaged with if staff don't have the capacity to focus on it. Perhaps taking a measure of capacity that is rooted in front-line workers perspectives, not just leadership perspectives. An in-depth examination and documentation of procedures and practices so we can identify and address areas where we are engaging in ineffective or un-needed work.
- More jobs need to be created to combat understaffed work environments to better serve patrons.
- Staff input when planning/starting huge Library projects that they will be working on. The previous CEO regularly committed the Library to finish projects on her timeframe without regard to the workflows of the staff members who actually did all the work. The initial CBLC project was a highly stressful endeavor that was rushed due to arbitrary dead lines that were set by the CEO that caused multiple breakdowns and a horrible atmosphere in my service area. Some people joked that they had PTSD from the CBLC. It is this particular reason, not racial or equity issues, which made me very glad the previous CEO resigned.

### **Interview & Focus Group Comments**

- Expand staffing to solve understaffing problems with more diverse staffing



- Increase headcount at library as IndyPL has less than average, when you're short staffed other initiatives fall by the wayside, low staffing at smaller branches leads to employee burnout

## **Document Review**

- DEI Listening Sessions/SWOT Analysis (60 interviews) was conducted in development of the 2021-2023 strategic plan identified the following themes regarding implementation and staffing levels:

### Weaknesses

- Trying to do too much with limited resources

### Threats

- Lack of follow through on ideas
- Insufficient funding
- Lack of alignment around vision
- Exit Interview Surveys from the 2020-2021 time elicited the following comments regarding staffing levels:
  - I think IndyPL is an inspiring place to work and I love that workflows /technologies/missions are constantly being evaluated, but I think people need more down time between special projects. People feel anxious about how much work is coming down the road at any given time and have a hard time picturing their jobs a year from now. I do think this is better than stagnating, but not everyone can work that way.
  - Workload was a bit high but manageable until the transition to PDA; staff size is not sufficient to current workload. Worried about the future morale health of the team especially with high rates of staff turnover this year.
  - The understaffing made it difficult for me and my coworkers to do our jobs. It caused significant stress.
  - The team is too small and overextended. People will continue to leave if this does not change.
- The following 2021-2023 Strategic Plan – Strategic Objectives are internally facing, and employee focused:
  - Racial Equity Strategic Objectives
    - Increase staff diversity by spending 50% of the annual recruitment budget on diverse recruitment efforts.
    - Continually and intentionally work toward an organization where racial equity is embedded in our culture.
  - Partnerships with The Library Foundation

- Racial Equity Training for IndyPL staff
- An analysis of library systems with similar comparators indicates an IndyPL staffing disparity relative to these peer library systems.

	IndyPL	St. Louis	Multnomah County (Portland)	Denver	Salt Lake County	Salt Lake City
<b>Community</b>	City	Suburban	City	City	Suburban	City
<b>Population</b>	877,389	859,148	813,300	717,796	902,734	200,591
<b>Staff</b>	399	510	539	600	406	210
<b>Librarians</b>	136	248	68	157	114	61

## IM RES Finding

7. The RES team reviewed IndyPL's employee policies (including, but not limited to the Policy Manual and Human Resources Recruitment/Hiring Process). The policies, as drafted, appear in large part to cover the important issues related to, among others, equal employment opportunities, harassment, and retaliation. However, the Climate Study revealed that employees believe the policies are problematic and inequitable in certain respects.

Employee feedback suggests that the harassment policy (including the applicable reporting procedure) is problematic. For example, staff comments revealed that employees do not feel comfortable reporting inappropriate conduct, including conduct related to discrimination or harassment. Staff feedback further revealed that some employees feel that complaints of inappropriate conduct are not appropriately or timely investigated, and that despite the non-retaliation provisions included in the anti-harassment policy, they will be retaliated against for making a complaint.

## Relevant Survey Data & Comments

	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree	Not Applicable/Don't Know
I know when, where and how to report inappropriate behavior or troubling personnel situations (such as harassment, bullying, discrimination, etc.).	25% (overall) 26% (Black) 24% (White)	73% (overall) 72% (Black) 76% (White)	2% (overall) 1% (Black) 1% (White)
I believe that my complaints of inappropriate behavior in the workplace will be investigated.	36% (overall) 37% (Black) 31% (White)	57% (overall) 56% (Black) 61% (White)	8% (overall) 6% (Black) 8% (White)
I am confident that satisfactory action	46% (overall) 46% (Black)	45% (overall) 47% (Black)	9% (overall) 8% (Black)

would be taken in response to my complaints of inappropriate behavior in the workplace.	39% (White)	50% (White)	10% (White)
I am fearful of reprisal/retaliation if I report inappropriate behavior or troubling personnel situations.	70% (overall) 69% (Black) 71% (White)	25% (overall) 28% (Black) 24% (White)	5% (overall) 3% (Black) 4% (White)

- Need trust in HR/leadership to be able to handle issues as they arise
- We haven't had an HR department that we had much faith in
- There needs to be a neutral committee to hear and evaluate complaints and make recommendations as to courses of action.
- I think that process of reporting issues has started and that with changes in the EC, our interim CEO and HR director are listening and trying to implement real and lasting positive change
- I think that any complaints from their employees about workplace culture and conduct need to be investigated and handled promptly with respect.
- A library system that creates a safe place for their employees to comment about negative workplace experiences without fear of losing their job.
- Address issues in a timely manner and hold employees accountable.
- Also, mandatory training for all staff on how to navigate their various options for problem resolution.
- Our Executive Committee should address situations when they arise with full investigations. Those investigations should involve the reporter's manager.
- Better accountability for negative actions and words that are racially motivated.
- There are concerns that, when one staff member insults, mistreats, etc. someone because of the second person's race/background, the first person won't face any real repercussions. I understand that these situations (and how they get resolved) must often remain confidential- but the Library has seemingly swept such occurrences under the rug in the past, and some (myself included) worry that it can and will happen again without some form of transparency.
- People frequently turn a blind eye to inequity.
- Promptly address issues that involve inappropriate behavior among employees and how they talk to other employees.

- I think there needs to be trust that change will be made and that problems will not be swept under the rug.
- Knowledge by those who are currently harmful or unfair that their comments and actions won't be tolerated (aka appropriate disciplinary actions for those who are harmful or unfair). The culture needs to change to one so that those who don't support diversity will feel the desire to leave/that they are in the minority instead of the other way around.
- For the culture to achieve lasting and meaningful change, the harmful attitudes that prop up any culture of disrespect have to be confronted in publicly accountable ways.
- ALL employees respect each other, whether they're in leadership or not. Holding people accountable for unacceptable behaviors and actions.
- Consequences for those who make hateful or offensive comments or exhibit that kind of behavior.
- Development of a well-defined plan of action for holding staff accountable for actions and/or lack of appropriate action when dealing with inappropriate behavior
- I have dealt with issues of verbal and physical abuse from a male co-worker with anger management issues. When I reported it, no action was taken. Coming to work was stressful on a daily basis, not knowing what his mood would be. This continued until the employee left the library. I feel this has led to a continuing toxic environment, in part because I do not trust those in positions of power to care for the well-being of staff.
- The main problem is management's lack of responsiveness to complaints of various kinds of abuse.
- Oversight of staff conflicts so that they are addressed before they become toxic work environments. Peer to peer bullying is at times poorly documented and left unaddressed until it is a big problem. By failure to have this addressed, we leave the most marginalized open to further marginalization as they can be more easily targeted.
- Everything must be transparent. People will need to feel comfortable reporting allegations. We need to be sure the Union is acting fairly to represent all staff and not just the agenda of the few participating members.
- Perpetual committee devoted to the issue, a means of anonymous reporting.
- There needs to be a safe outlet for employees to take concerns where they know they will be heard, without concern that they might jeopardize their employment.
- HR needs to take complaints seriously...what happened in that board meeting shouldn't have happened and the board needs to rethink leadership as well.
- Greater trust/ buy-in HR as a disciplinary force defending the personnel as opposed to the organization or the individuals that hold power in said organization.
- We also need a clear grievance process that is applied consistently throughout the whole system.

- Create an environment where workers feel safe to do complaints related to discrimination.
- Swifter, methodical, HR solutions that can lead to more trust-building with staff.
- An HR department (and director in particular) who will actually investigate and deal with problems, not sweep them under the carpet or ignore them in hopes that they will just go away. Having a third-party “ombuds-person” to present issues to HR and/or executives that staff do not feel safe in bringing would help.
- If they feel they are not being heard, they should be allowed to leave without fear of being fired while they call HR or go to LSC to talk with HR or call a number or something to report and talk with an employee that documents their complaint right then with detail and also give them advice on what to do in the meantime.
- More action when people submit grievances.
- A clear way to report issues with follow up.
- I'd like to see even more transparency out of HR. I'd like us to actually address the discrimination and inequities that our employees face. I'd like to have an anonymous way to report problems and I don't know where we are in the process of getting an ombudsperson.
- The main problem is management's lack of responsiveness to complaints of various kinds of abuse...We need to take the burden off managers and have complaints processed by a detached committee who can be more objective.
- ...figure out a way to make sure if someone reports their instances of discrimination they will be believed and not silenced about what they are going through because they might lose their job or be retaliated against.
- I am genuinely concerned that any issue brought up will have some retaliation by an employee's colleagues or lower management.
- As a manager I received several reports about the human resources department not treating people appropriately during investigations.
- Efforts to improve organizational culture often cover the obvious bases of creating HR reporting processes for incidents of discrimination & harassment...

### **Document Review**

- In approximately November 2016, there was an incident in which a female management employee reported to the former CEO and former Human Resources Director that a subordinate employee subjected her to a hostile work environment. This report was not immediately investigated by the former Human Resources Director, and the former CEO made inappropriate comments to the employee after receiving the complaint. While this may have been an isolated incident, the inappropriate comments by the former CEO coupled with the failure to investigate the complaint lends support to the lack of employee confidence in the harassment reporting policy.

## Interview & Focus Group Comments

- Lack of responsiveness to complaints
- Conduct in many discussions where there is a lack of accountability
- More intentionality around staff issues and not swept under the rug
- Depends on your manager and on group, there's a bully problem
- Experienced favoritism and bullying from managers. Sometimes I don't speak up because I don't want to be attacked.
- Staff Association members shared that there has not been a good mechanism for employees to report issues of inappropriate conduct or harassment, and as a result, some inappropriate conduct has gone unreported

## IM RES Finding

- Staff feedback indicated that the hiring and promotion practices at the Library are not fair. Employees shared that certain individuals have been slotted in positions without those positions being posted and without communication as to why the positions were not posted. Staff comments indicated that there is a lack of transparency in the hiring process, including a lack of feedback as to the deciding factors allowing or preventing an employee to receive a promotion. Further, a perception exists that the Library's equity work has resulted in discrimination against majority white employees in hiring and promotion practices.

## Relevant Survey Data & Comments

	<b>Strongly Disagree, Disagree, Neither Agree nor Disagree</b>	<b>Agree, Strongly Agree</b>	<b>Not Applicable/Don't Know</b>
I have fair and equal access to training opportunities at the Library.	12% (overall) 14% (Black) 11% (White)	86% (overall) 84% (Black) 88% (White)	1% (overall) 1% (Black) 1% (White)
People are selected for positions at the Library because they have the right skills and competence to perform the job.	44% (overall) 53% (Black) 39% (White)	49% (overall) 33% (Black) 55% (White)	7% (overall) 13% (Black) 6% (White)

I have fair and equal access to new job opportunities at the Library.	27% (overall) 30% (Black) 23% (White)	67% (overall) 64% (Black) 70% (White)	7% (overall) 6% (Black) 7% (White)
The process for career advancement/promotion is transparent to all employees.	48% (overall) 47% (Black) 45% (White)	42% (overall) 42% (Black) 44% (White)	10% (overall) 10% (Black) 20% (White)
Promotion decisions are fair at the Library.	54% (overall) 51% (Black) 49% (White)	28% (overall) 26% (Black) 31% (White)	18% (overall) 23% (Black) 11% (White)
My job performance is evaluated fairly.	15% (overall) 21% (Black) 13% (White)	82% (overall) 74% (Black) 85% (White)	4% (overall) 3% (Black) 3% (White)
At the Library, all employees are treated fairly, without regard to cultural, demographic, or personal differences.	46% (overall) 68% (Black) 38% (White)	46% (overall) 20% (Black) 56% (White)	7% (overall) 10% (Black) 7% (White)
The Library has well-developed racial equity strategies for retaining employees.	51% (overall) 63% (Black) 46% (White)	22% (overall) 19% (Black) 21% (White)	28% (overall) 18% (Black) 33% (White)
I often think about leaving this organization to work somewhere else.	68% (overall) 61% (Black) 74% (White)	30% (overall) 37% (Black) 24% (White)	2% (overall) 3% (Black) 1% (White)

- Managers are told to hire from a certain demographic regardless of qualifications to have certain people in certain positions in the library. This way they "appear" to be progressive.
- People are being placed in jobs they're not qualified for because of race.

- People (patrons and employees) who are non-white/non-straight/non-American are seen as dishonest and incompetent. Employees of such backgrounds who receive promotions are discounted as "Affirmative Action Hires."
- When it comes to the organization itself, I notice a lot of racial disparity, specifically in the hiring process.
- I've recently witnessed grossly unqualified people getting promoted, seemingly to inflate diversity numbers, and not on merit, which puts them and others in a bad situation.
- We are also not following any rules as to filling positions - we are often changing requirements in order to fill positions and then changing the rules back for others. It is not consistent.
- In terms of racial equity and inclusion, there are serious racial divides based on branch, where depending on the area, race is a more important factor in hiring than qualifications
- Hearing a comment with the focus being on diversity, now certain people are getting an unfair advantage when it comes to jobs/promotions.
- [Heard] white staff share annoyance at diverse hires – not really outwardly saying racist things, but clearly implying that they think a person of color is hired not for their skill but to check off a box.
- White, heterosexual employees have not literally been told to shut up and apologize for existing, but that is the message--as is the message that every racial and social injustice, now or in the past, is somehow supposedly our fault. We are subjected to this on a daily basis, being told continually of our alleged "white privilege," and no one is even allowed to question the idea of "systemic racism;" we are all just expected to accept both ideas as fact.
- If you are a person of color you will be protected, promoted and fawned upon regardless of your training, or ability. New immigrants are the exclusion--doors are closed to our recent immigrants regardless of skin color. If you are not a person of color, you will be mocked, ignored, or forced out the door if someone of color decides you are not who they want to be around.
- routinely racial minority candidates are offered increased pay and better scheduling options in order to entice them to work for IndyPL and produce the impression of diversity. upper management routinely pressure public services managers to hire minority candidates over far more qualified individuals, often with disastrous results.
- I 100% agree with DEI but I think the library has gone too far. Somedays I feel I am not promoted because I am not diverse. I am Caucasian
- People are being placed in jobs they're not qualified for because of race.
- In recent times, all emphasis is on promoting and hiring diverse candidates.
- Some recent changes overstep the line to uplifting diverse people more so than those who aren't considered diverse, and this is a step backwards. Similarly, I've recently witnessed grossly unqualified people getting promoted, seemingly to inflate diversity numbers, and not on merit, which puts them and others in a bad situation.



- Managers are told to hire from a certain demographic regardless of qualifications to have certain people in certain positions in the library.
- It does not show dignity, respect, or fairness to promote or hire an individual because they check a diversity box. (Same for choosing a vendor, or purchasing certain books, etc.)
- There is a strong impression among staff members that people are hired and promoted solely because they are "diverse" in some way. there is strong evidence to suggest this and this is a common belief among rank and file staff and lower management and supervisors. in many cases, it is presumed by other employees that minority employees who are promoted are given opportunities in the name of diversity and not because of their skills.
- During the past 12-18 months, hiring qualifications have been lowered or waived for certain positions (public services librarian, branch manager) for candidates who were considered to be diverse. However, non-diverse internal staff who were interested in same/similar opportunities were not given the same opportunity.
- I think the focus on racial equity in hiring practices is unfair. I fully support hiring the best person for the job, regardless of who they are. When I'm told, point blank, that I may not get a job I am qualified for and best suited for because the library has to "hire a person of color," that is unfair and discrimination.
- Minority, gay, & trans applicants have a clear & decisive advantage over white applicants. This is particularly true for black applicants. This is not a good thing.
- I feel that it is still unbalanced but now the opposite way. We are not truly going after equity and inclusion, we are trying to correct an inadequacy by tilting too far in the opposite direction instead of making strong hiring decisions based on our need and credentials of the applicants.
- We do not fill positions in a timely manner so that we can wait for diverse clients. This is having a major effect on the staff left behind to pull the extra weight. We are also not following any rules as to filling positions - we are often changing requirements in order to fill positions and then changing the rules back for others. It is not consistent.
- Particularly as it relates to DEIA within the staff, I think the library talks a lot about trying to be equitable and hire diverse staff. But what does the library do to support these individuals really? In this field, socio-economic class plays a huge role in who gets to work in libraries. Many positions in the library require advanced degrees that cost a lot of resources (time and money). If the library isn't taking significant steps to alter the accessibility of the field, then how truly effective are (stated) diverse hiring practices? The library needs to really think about whether it is really supporting the communities it purports to support at every possible level.
- I think we are just now starting to realize how bad our hiring practices have been in terms of racial equity.
- I am very concerned about the inconsistency in recruitment and hiring practices compared to what I have experienced elsewhere.

### **Interview & Focus Group Comments**

- Hiring and promotion seems to be different per department – not systemic.

- Lack of transparency at time when it comes to hiring and promotions, understanding the hiring process and the key deciding factors, lack of follow-up with candidates if they did not get the positions.
- Transparency is a real problem, don't know what the practices are until you go through the process, there's confusion about what information can be shared with candidates and it appears there's less communication because people are fearful of making a mistake.
- Need to foster a culture of trust and transparency around hiring practices could help dispel doubts or concerns about fairness. It's hard to glean what the standard processes are and it creates doubts on whether it's equitable.

### **IM RES Finding**

9. Several employees shared concerns that the attendance policy, as applied, is inequitable for certain groups of employees. Employees shared that they may receive an occurrence (or half occurrence) if they are one minute late, and that is inequitable to employees who have small children, childcare issues, or that use public transportation.

### **Relevant Survey Data & Comments**

- The nature of occurrences don't apply to exempt Full-time staff. We should all beholden to attendance rules. Also why do you have to get sick time approved 24 hours in advance? That defeats the point of sick time. Also half occurrences negatively affect those use who public transportation.
- I think the attendance occurrences procedure needs to be thoroughly reviewed. There are major inconsistencies in the way these are handled. If we're going to have occurrences then EVERYONE including Management and Executives should receive them as well.
- It is maybe/hopefully changing soon but how the time and attendance is written now is ridiculous. I am a full-time salaried employee so I do not have to clock in but I think it is ridiculous that if hourly workers are even 1 minute late then they are written up for a "half occurrence." I feel like this disproportionately impacts those who depend on public transportation or someone else for a ride since there are so many added factors outside of one's personal control.

### **Interview & Focus Group Comments**

- Members of the Staff Association shared that they did not believe that the attendance policy was equitable and that it is biased toward employees who have their own transportation and options with childcare. The members shared that employees who are single parents and/or that must use public transportation are negatively impacted by the strict use of the occurrence policy (i.e., receiving an occurrence for arriving two or three minutes late).

### **IM RES Finding**

10. Employee's perceive the Library's pay practices as inequitable and/or at a level that will not attract and retain talent.

## Relevant Survey Data & Comments

	<b>Strongly Disagree, Disagree, Neither Agree nor Disagree</b>	<b>Agree, Strongly Agree</b>	<b>Not Applicable/Don't Know</b>
I am paid fairly at the Library.	55% (overall) 56% (Black) 51% (White)	44% (overall) 41% (Black) 49% (White)	1% (overall) 1% (Black) 1% (White)

- Making sure all employees are making a living wage and feeling appreciated, are ways to lift up our whole community.
- Our low market pay and compression doesn't help [with employee retention].
- We have a cultural problem that goes beyond racism—we are stretched too thin in most places when it comes to staffing, we haven't had an HR department that we had much faith in, and we fell overworked and underpaid as a system.
- The library underwent a compensation study in 2019 and I feel didn't fairly address the pay issues we have in the library system. Many aren't at the market level and I find that to be a major issue when it comes to equity and fairness.
- I think we need to improve our pay so that we can compete for the best candidates in the profession. Our pay is average or below average.
- If the leadership believes employees should be "treated like children" and that compensation increases for the executive team should dramatically outpace that of the balance of the staff, respect and "fairness" cannot be achieved.
- Promotions from within almost always place the internal staff member at the exact bottom of the new position's pay scale, regardless of the years of service + applicable experience they gained in the Library.
- From September 2015 to January 2016 hr produced a number of emails that announced increases in pay, incentives and benefits. Spelled out, in bold for added emphasis, was that a certain class of employees were to be particularly excluded.
- Our atmosphere and pay structure needs to improve to retain people.
- We cannot compete with the private sector when it comes to salaries across the board. We are limited by our tax revenue and our share of the funding pie. It is hard to know that even if you are passionate about the Library and our mission that some of our staff are working two or three jobs to provide for themselves and their families. Seniority doesn't matter at the Library currently due to compression. Working hard doesn't matter at the Library currently because everyone got a merit raise this year and that's still less than half of the raise we would have needed to compete with inflation. And when most of our employees of color are in lower

pay grades due to educational barriers or systemic roadblocks, that 3% increase makes all of the difference but isn't much more per paycheck. I think it is challenging when our higher level positions are more competitive with the private sector because there are more jobs to compare them to. It makes the differences in salaries even larger.

## Document Review

- The Library conducted a compensation study in 2019, which resulted in compensation adjustments for some employees. However, survey feedback reveals that there is a perception from some employees that the Library does not offer competitive pay.

## IM RES Finding

- A significant lack of transparency in terms of communication and employment practices exists within the system, which causes confusion and mistrust. Information may be shared within one branch or department but not to all employees. Further, varying application of employment practices based on manager, department and/or branch location creates the impression that the Library is not transparent. Poor internal communication and knowledge sharing is especially difficult for new employees to navigate while onboarding into the system and creates insider/outsider dynamics within the organization. Further, organizational silos exacerbate the communication and transparency issues.

## Relevant Survey Data & Comments

	<b>Strongly Disagree, Disagree, Neither Agree nor Disagree</b>	<b>Agree, Strongly Agree</b>	<b>Not Applicable/Don't Know</b>
The information and resources I need to do my job effectively are readily available.	24% (overall) 27% (Black) 21% (White)	75% (overall) 73% (Black) 79% (White)	0% (overall) 0% (Black) 0% (White)

- Information needs to be disseminated equally to staff across the system. Some decisions seem to be made behind closed doors, and only a few are aware.
- In the past ten years I have experienced personal frustration at lack of communication skill/awareness at the management level.
- I think more communication in the past months has been very beneficial and continuing to have an understanding of what all is happening behind the scenes helps a lot in appreciating the work that does happen. I think some of the issue comes from not getting a response from those people working behind the scenes in closed offices. I know we talk a lot of about communication being an issue and this always seems to be addressed with the flow of info from the executive committee and ARMs to staff, but I for me it is more from myself to internal departments.
- Transparency with regard to Library business, projects, and new staff initiatives. The Interim CEO's town hall meetings have been a nice change from the previous CEO's hands-off approach when it comes to staff.

- The real problem seems to be a prolonged lack of empathy from leadership and lack of transparency. Being fully transparent and open about decisions would help. Not filtering everything through a "top down" leadership structure that is rooted in historic inequalities and racial or class divisions. Transparency requires documentation of decisions and decision make and communication - both of which take more time.
- More communication from leadership about the why's and how's of decision making.
- Very little effort, even after the issues earlier this year, has been put into fixing the internal communication issues.
- There is not sufficient transparency from leadership, information is either outdated or disorganized to the point of inaccessible (in regards to processes and procedures), and staff members who are ambivalent (or apathetic) about DEI work will continue to create barriers for the potential benefits the library can have for the community and vice versa.
- Communication lacks from EC and the Board of Trustees. It has always been this way in all areas, including equity and inclusion for as long as I've been with the system.
- Also, the serious lack of clear communication which persists.
- The culture is not uniform. Each branch and each department is an island.
- Overall, I see a huge disconnect between our high-level organizational goals / stated values and my daily life at the branch. The prevailing attitude at the branch seems to be that we're doing fine and don't need to fix anything. I wish my branch managers had the skills / bandwidth / institutional support / heart to lead a cultural change at the branch level, because I embrace the goals, values, and initiatives coming from the library administration.
- The Library is one entity, but each branch/department is different.
- There is so little consistency in how managers at the branch level function and treat their staff.
- Beyond the general IndyPL orientations and trainings, we do not have high standards or accountability for onboarding new employees.
- As a whole IndyPL has so many silos, without consistent transparency and communication between them, that it contributes to a lot of confusion, misunderstanding, mistrust, and inefficiency among the staff. Internal customer service has been so inconsistent in my three years with IndyPL that it is difficult to know what to expect when you interact with another department. Without a proper intranet (and with so much vital information disseminated instead via email or word of mouth) the organizational culture strongly favors long-time employees who have rich institutional knowledge and connections.

### **Interview & Focus Group Comments**

- Divide between employees based on tenure (newcomers and long tenured employees), there are subtle communication differences on how they talk about the workplace. The onboarding experience has a lot of holes and the divide on experience is felt keenly. Need to be more mindful of new employees and their integration into the workplace.

- But there is a clear culture of "not my problem" or "that doesn't apply to me" that permeates still.

## **Document Review**

- DEI Listening Sessions/SWOT Analysis (60 interviews) was conducted in development of the 2021-2023 strategic plan identified the following themes regarding transparency and communication:

### Weaknesses

- Poor internal communication
  - Lack of organizational messaging (branding)/communication
  - Organizational silos
- Exit Interview Surveys from the 2020-2021 time elicited the following comments regarding transparency and communication:
  - Communication in system – my immediate department was good. In CMSA, it could be chaotic when coming from a director who is absent from direct day to day functioning.
  - At times over the years, more communication between lower level staff and executive staff would have been helpful.
  - I think there are issues with communication between departments that can make things frustrating. Processes and procedures are not always clear.
  - I was just dumped into my current position in a sink or swim fashion. I got guidance when asked but I would have expected a certain amount of orientation to be standard.
  - No good communication.
  - Also, people's experiences seemed to vary wildly. Some branches seemed like great places to work and others not. A lot of it seemed to depend on the manager.
- Library's Policy Manual
  - Sections 130-139 of the Library's Policy Manual include the Library's communication processes. The internal communication process provides that the Library "will disseminate information within the organization in order to inform the staff of policies, procedures, concerns and activities that relate to their job performance and to their position as members of the Library staff. This information is not intended for public release." The internal communication process also provides guidelines for the flow of information, including the use of staff meetings and the Intranet.
  - The Library also utilizes an external communication policy; however, the RES review is confined to the internal policy and the vast majority of feedback was related to internal communications.

## Additional Observations and Employee Comments

Several employees commented on areas of diversity other than race, including reverse racism, disability & accessibility, treatment of library patrons. As expected, when the topic of racial equity or equity is in play, other areas where there is a perception or experience of a lack of equity come to mind.

### Survey Comments Regarding Opposition to the Library's Commitment to DEIA

- Diversity, equity, inclusion in its current form is a grift. I will never support it or bow down to it.
- The Library Board & Administration are all in on CRT / DEI. Aggressive virtue-signaling is paramount.
- Critical Race Theory is the fundamental guiding principle for IndyPL -- although it is thinly disguised and sanitized as "DEI" or "Diversity, Equity, & Inclusion." Every aspect of the IndyPL system has been racialized & politicized. There is an intense effort to politically indoctrinate all staff at all levels as well as a focused effort to indoctrinate the public. The fact is, that "diversity" is the last thing this administration & the CRT / DEI campaign wants. What it does want is absolute compliance with left-wing political orthodoxy, and it has no qualms about using intimidation & coercion to bring this about... As far as "equity" is concerned, the word sounds like "equality," and people assume that is what it means. Far from asserting that people should have equal opportunity, however, in actuality it means that different races should be treated completely "unequally," intentionally disadvantaging one race to mask the failure, the under-performance, and the cultural dysfunction of another.
- Trying to make everyone see themselves at the Library, including excessive promotion of the gay/lesbian lifestyle proportionate to the population breakdown of LGBTQ and straight. It borders on indoctrination which I fear will send people the other direction...
- A group of loud voice that are obsessed with anti-racism, cancel culture, racial equity, white privilege, systemic racism, woke ideology, critical race theory and intersectionality. These are the same people that destroyed downtown Indianapolis in May of 2020 during their "peaceful protest" I do not support them and will not bow to their demand.
- I believe there is a tremendous effort being made in the IMCPL system to advance the careers, welfare, and agendas of Black, LGBTQ, and, to a lesser extent, nonwhite/people of color in general, as well as "progressive" employees and patrons. White, heterosexual employees have not literally been told to shut up and apologize for existing, but that is the message--as is the message that every racial and social injustice, now or in the past, is somehow supposedly our fault. We are subjected to this on a daily basis, being told continually of our alleged "white privilege," and no one is even allowed to question the idea of "systemic racism;" we are all just expected to accept both ideas as fact.
- CRT / DEI is analogous to the industrial trash which is stuck on the front of the beautiful, classical Cret building at Central Library in the name of "Modern Art." Defacing a classical building -- a timeless monument to the best & highest achievements of Western Civilization - - is considered "sophisticated" & "progressive" by the Smart Set. These elites get a real sense of satisfaction out of sticking their fingers in the eyes of ordinary, decent people, the same

people of common sense who are clearly able to see that the "Emperor has no clothes." What then ever became of the classical sculpture which symbolized "Science, Art, & Literature" and which was specifically designed to grace the front of the Cret? Why, you can find it mounted over the back door of the Library, presiding over a back alley.

### Survey Comments Regarding the Library Union's Influence

- I think that 95% of employees believe that racial equity, inclusion, and accessibility are important, valuable, and worth working toward. I think most of that 95% are afraid to talk about it because of the hurtful, distorted and untrue remarks made by union members and two board members.
- There is a willingness and support for improving the culture. There is also a division being caused by the union leadership to prevent a successful outcome. This also includes staff perception that two Board of Trustees members...are so supportive of union leadership that they fail to support all BIPOC and all staff.
- I think the Union has saddled us with the perception that we're a 'troubled system' now, when they could have simply pushed for a new CEO when [the former CEO's] term was up next year anyway.
- I think there is a frustration that there are just a couple of people and union leadership that are speaking on behalf of the library, when most people don't feel that way (which is not to say that there aren't legitimate issues, because of course there are) and a huge distrust of the union.
- There is an undercurrent of dissent from the union that is hateful and intent on disrupting the efforts of the library.
- I think we're heading in the right direction to keep improving overall as an organization. I hope our Board of Trustees will do the same. Currently, I don't feel that they are working together cohesively as a team. Nor are they looking at what is in the best interest of ALL staff at the library, not just the few union members that a few board members have spoken to. The union does not speak for all of us.
- I would like to see transparency on the part of the union. (I know I sound like I'm anti-union, and I'm really not - I just disagree with the tactics of this particular union at this particular time.)...I also think we have two board members who are very deeply involved with the union. They have publicly praised them during board meetings while putting down staff and management and that is not right. They have developed personal relationships with union leadership and, again, that is not right. A board is a board, and staff is staff and the two should not get mixed up in areas reserved for one or the other. Here's where the power issue comes into play. A board member advises a union member (or any employee) on how to behave or what to say and so extends their power. And vice versa. An employee advises a board member on what to say and greatly extends their power and influence.
- Disabling the toxic behavior of the union and pipeline to the library board.
- The board has to change. The interaction with the board and the union is not professional. The board needs to understand that the union is bullying employees. If you disagree with their



views. This is creating a hostile work environment. The union has their circle are is bad. I recently heard that the union was telling their "people" not to complete this survey.

- The board and the union. The relationship is toxic. They manipulate the system and they blame others.
- We need unity. We need people to be constructive and not destructive with one another, even when disagreeing. I particularly aim this comment at union leadership and board members, but there are also several other staff who have demonstrated a willingness to "mix it up" without regard for the harm they cause.
- The division in the board has to end. Taking sides with the union is inappropriate. The union is a group that has been poisoning the employees. Ask how many people pay dues for the union? I stopped my contribution because if you do not think like them, you are not in the "group". I wish employees knew that they do not have to pay to be part of the union.
- In general, I think if we want to create a more respectful work place, we need to do something about the union leadership. The union has been the biggest negative aspect of the past year. Union leadership is disrespectful to library management and has bullied staff that dare to disagree with the union stance. We need respect to be given from all sides if we want a fair and respectful workplace.
- We need to be sure that the union is acting fairly to represent all staff and not just the agenda of the few participating members.
- The union leadership often spreads misinformation or publicly makes comments that omit important context and seems to constantly seek to create divisiveness within the organization. I am aware of multiple union-eligible individuals who do not believe the union has spoken for them over these last several months are very unhappy with union leadership...We need significant improvements in top to bottom accountability, including more accountability from Board members, to ensure leaderships continues to focus on racial equity initiatives, employees and managers are informed of and are required to follow various processes, Board members redirect staff to the appropriate processes, HR continues to improve being a resource for employees, Union leadership has to genuinely engage in a partnership with IndyPL leadership, etc.
- The leadership of the library union needs to change, the actions of the president and some of the members are not appropriate.
- New union leadership that works with management and staff instead of against.
- The us vs. them mentality is a large problem that seems to stem from distrust and dislike from some members of both the board and union.
- Union leadership that contributes constructively to the process.
- The IndyPL Union- I have been frustrated by union leadership and how they have spoken so publicly to the media and misrepresented the number of dues paying members, aligning with the PSL Indianapolis group, instead of more IndyPL staff members. I am frustrated that the union was given a chance to answer questions in the last town hall and chose not to, but expect total transparency from EC. I think the fact that I have no idea if the entire union felt

this way about our former CEO or if just several members did, is disappointing. I actually believe that the narrative pushed by the union leadership has distracted from the Library's true work towards fairness and antiracism. I cannot tell if the union truly cares about DEIA work or just being anti-executive committee. Union leadership likes to talk about retribution and fear of being fired or demoted, yet feels free to talk to the media. It is incredibly frustrating.

- Stop the union from inappropriate comments at work or the board's meetings.
- I worry about the Union and the message they are pushing out to the public, there seem to be a vocal few who are pushing this division among the board and towards the EC. It isn't right, from what I have heard that don't communicate well with possible members or even current members. The few are making a very loud noise and don't necessarily represent staff at the library.
- The union needs to be honest with themselves about their role in the culture of the library. They do not appear to feel responsible for helping to set the tone of the organization. They seem to want to throw hand grenades and then walk away. They represent a few people very strongly, but not even their entire membership. I have noticed that officers have changed in the past year and I wonder why. I think sometimes union leadership runs the union like a personal vanity project.
- I appreciated the strides that have been made, but feel like it was an issue that had to be forced upon administration. If the Union had not gotten involved, I think a lot of the problems would have been swept under the rug.

#### Survey Comments Regarding Patrons Mental Health, Addiction & Basic Need Gaps

- Meanwhile, a lot of issues facing patrons specifically are not being addressed with care or respect. Security guards frequently remove folks for sleeping or talking to themselves (and I would guess although there is no publicly available data on this, that those removals fall disproportionately on Black patrons, although I don't think there's data on that). There are grumblings amongst staff about having to deal with patrons who are homeless or experiencing mental health issues and to me this shows a lack of care for those who need it most.
- The lack of clear and direct support regarding harassment from patrons, what words or behaviors are not acceptable, means the response is variable leaving staff members to feel unsupported or as if that type of harassment towards them is accepted by the library.
- Understanding that front line staff sometimes have zero flexibility and the mental toll that takes when also trying to deal with mentally ill clientele.
- Some of the reasons patrons are asked to leave the library seem more of a personal nature which lead to certain groups of people (homeless, mental disabilities) being excluded. No one, including myself, appreciates being called names or approached with anger but there is a way to be inclusive and others that are exclusive.
- I have seen a lack of compassion and tolerance for people experiencing homelessness at times. Staff are sometimes afraid of them and even prevent them from taking care of their needs (e.g. sleeping, cleaning up in the restrooms). These individuals need our additional support not our rigid enforcement of rules.

- Employees looking down on homeless people/those with mental illnesses/drug addicts who are acting out in the library. There seems to be a stigma against these people who are clearly struggling.
- I would really like to see an audit of security (especially at Central) and who is being removed from the library. I know our security is managed by a contract, so I'm not sure how much influence we have over that, but I think it's worth considering who is being impacted the most by security guards. I've seen six security guards escort a man out for sleeping. Another man was asked to leave for painting (even though we have a Makerspace).
- I've witnessed way more racist or discriminatory language/actions from patrons directed at staff than from staff to staff.
- I also sometimes see some staff members not be as patient with people who might be experiencing homelessness or financial hardships as they are with others.

#### Survey Comments Regarding Disability & Accessibility

- This is especially important concerning accessibility. In my branch, our doors were broken for nearly the first year we reopened and we've had problems with leaks and other issues.
- Right now, racial equity is getting a lot of attention, as it should, but I think the accessibility portion is lacking.
- In my experience, the library has very little concern for accessibility.
- There is also still a lot of ableism going on, and an unwillingness to see coworkers as fellow human beings.
- We still don't budget for accessibility in our buildings for staff (lacking automatic doors, wheelchair accessibility throughout the buildings, are some examples).
- Accessibility for disabled folks and lack of understanding for neurodiversity among patrons and library staff is also a huge problem. It often just gets an eye roll when accommodations or deeper discussion is brought up.
- I believe that more awareness can be made to those with disabilities, especially over the past year where those issues have become more prominent because of Covid. When I mention disabilities I include physical and, especially, mental. I believe people who suffer from mental illness (depression, anxiety, etc.) get overlooked and need care and attention too.
- The main issue I have is that accessibility issues continue to be ignored by facilities management.
- Workplace setup- when issues relating to safety and ergonomics have been raised, it often took months or years (in one case more than 10 years) for issues to begin to be addressed. Concerns of people who are neurodiverse or have mental health conditions have not always been taken seriously.
- People with disabilities are often overlooked.

- I have heard one other person on our team say at various times over the last 3-4 years that this or that child patron is probably autistic with the undertone that the child is never going to be satisfied because their interest in a certain topic is too intense - so we don't really have to work that hard to satisfy their requests because the requests will be never ending. Like I said, it's an undertone and not explicitly stated but that is the attitude I took from that person.

#### Survey Comments Regarding LGBTQ+

- I feel that we are slowly getting on board with LGBTQ+ representation.
- In regards to LGBTQ+, the library has always been more accepting of this group and I have not seen any issues in regards to hiring and promoting this group.
- Members of the LGBTQ+ community are supported at managerial levels but individual staff often hold bigoted or problematic views towards that population leaving members of that community to feel unsupported or unsafe.
- A patron who has a fairly large Facebook following created an anti-LGBTQ+ post in regards to our collection, specifically LGBTQ+ books in the children's section and our teen display. The post garnered widespread attention, and we received hundreds of calls from all over the world (mostly in support). The patron then created another post, including a petition to ask people to contact the Indiana General Assembly and their representatives to have the "sexual content" in the children's area removed. The post...garnered enough attention that the General Assembly did contact us. I've not heard the results from this inquiry - however, the LGBTQ+ Committee was asked to write a statement in response to this. We declined and said that it should come from Communications to write a statement on behalf of the library in support of the LGBTQ+ community and coworkers, not from the LGBTQ+ members who are being attacked by these patrons. Supposedly Communications was working on a statement but I have not heard whether that statement was created or published. This was in September. It made me feel like our struggles, us taking the backlash from these homophobic patrons (who continued to come into the branch and take pictures of our collection) didn't receive "enough" controversy for the library to make a statement. The fact that [employees] were name dropped in this hateful post and still the Library didn't come out and say anything in support for [the employees] or even the collection really disappointed me. The patrons haven't returned and I haven't seen any other posts or comments about our branch, but I'm still hurt by the library's lack of action. A part of me feels like they didn't want to add anymore controversy to their plate. The Library supports the LGBTQ+ community with the collection, with marching in the Pride Parade, but when it truly mattered they let me down.
- The LGBT community is represented by many of the staff at the library and has support from that community, but it feels that we're mostly trotted out at Pride and then ignored.

#### **Executive Committee**

The current Executive Committee ("EC") was formed in August 2021 after the departure of the prior CEO. The EC is comprised of 10 Directors or Officers and 2 positions, the CEO and Director of Human Resources, are interim. Additionally, two positions were recently filled and those individuals have been in their positions for less than 6 months.

## IM RES Finding

12. Although the EC is often characterized by employees as being out of touch with the daily on-the-job experiences of employees, there was also a clear recognition of a change under the new CEO. “The Interim CEO’s town hall meetings have been a nice change from the previous CEO’s hands-off approach when it comes to staff.” Increased efforts at transparency under the Interim CEO, notably the Staff Town Hall meetings, had been recognized as a key component of increased confidence in current leadership.

## Executive Committee Interview Comments

- EC is extremely frustrated by what they feel is the lack of Board support. This includes Board members intervening with management on behalf of an individual employee regarding individual employment decisions such as a grievance or promotion.
- Most members of EC do not believe they have any relationship with the Board because they only interact with them through the 3 Board committees: Facilities, Finance and Diversity, Policy and Human Resources.
- EC members feel a sense of growing anxiety over the probability that their ability to lead the Library through a DEI and racial equity change process will not be supported or perhaps even undermined by the Board.
- Some EC members expressed the view that they would like to be able to work more constructively with Union.
- Some EC members feel a sense of blame for some of the events of the summer of 2021. Some feel that they should have done more; however, they are not sure what would have been the most appropriate and useful action steps.

## Board of Trustees

## IM RES Finding

13. The Board has been operating outside of its strategic policy making role and into one of day-to-day management. Divisiveness among Board Members has caused dysfunction in executing and overall planning for the Library’s mission. This has also caused inefficiencies in the overall management of Board meetings.

## Corporate and Board History

The Library is a municipal corporation established pursuant to the Indiana Public Library Law of 1947 (IC 36-12-1), the Indiana Library and Historical Department (IC 4-23-7), the State Library Law (IC 4-23-7-1), the state UNIGOV statute (IC 36-3, Government of Indianapolis and Marion County), and the Municipal Code of Indianapolis and Marion County pertaining to municipal corporations, as each of the aforementioned may be amended from time to time (collectively, the “Statutes”). The Library operates its affairs in accordance with the Statutes, subject to its bylaws. The Library was founded in 1873 and has grown to include a Central Library Building and twenty-four (24) branches throughout Marion County.

The Library's governing body consists of seven Board of Trustees members serving 4-year terms, including: (1) two appointed by the Indianapolis City-County Council; (2) three appointed by the Marion County Board of Commissioners and (3) Two appointed by Indianapolis Public Schools. Pursuant to the most recent bylaws, there are three standing committees: (1) Facilities; (2) Finance; and (3) Diversity, Policy and Human Resources. The Library's Board President has the ability to establish special committees for the study and investigation of special problems.

## **Document Review**

The RES team reviewed BOT minutes from years 2016-2021 and reviewed video footage of Board meetings from 2020-2021. This historical undertaking revealed how the Board has handled issues related to DEIA in the past, as well as strategies related to organizational governance. A sample of relevant meeting discussion of topics of importance to the cultural audit have been summarized below.

### September 2019

The Board discussed a potential partnership with the City of Indianapolis regarding community engagement due to challenges with youth at the Warren branch. There were also discussions regarding constructive feedback from a police officer related to after-school situations at the Pike Branch.

### July 2020

The Diversity, Policy and Human Resources Committee discussed the approval of a youth protection insurance policy. The goal of the policy was to protect youths from incidents of misconduct or inappropriate behavior and to also protect staff from compromised situations. Additionally, the Board adopted annual minority/women/disability owned business enterprise (XBE) Utilization goals. There were also race and equity issues addressed as it related to hosting wedding/events during Covid due to staff safety concerns.

### September 2020

The Diversity, Equity and Inclusion officer gave a PowerPoint presentation on "Budgeting for Equity". Goals for 2021 were discussed which included: (1) equitable procurement; (2) diversifying collections; (3) diverse recruitment and hiring; and (4) community engagement.

### April 2021

The Diversity, Equity and Inclusion Officer shared details surrounding supplier diversity efforts. The EXB Data Tracking Dashboard was implemented to begin tracking data collection. The Equity Council was noted as a resource to help achieve diversity goals. The Human Resources Director also reported on staffing diversity goals. It was noted that the number of male staff is slowly increasing. With regards to promotions, it was noted that the demographics of the people who are promoted tend to reflect current demographics "so the Library will be proactive and thoughtful when recruiting and promoting."

## Board Member Interview Comments

Various Board members noted that many votes come down to men vs women. Board members agreed that the Board is fractured. Several Board members acknowledge that they are not functioning at optimum level in their descriptions of their own culture:

“disconnected”

“all over the place”

“scattered and lack of direction”

“fractured”

“lacking in ability of role”

“divided”

Staff association members also expressed frustration with the Board of Trustees. Specific comments included the following:

- The Library needs to start over with a new board.
- The Board needs to learn what people at the Library do.
- The Library needs people on the Board that care about the Library.
- Board members need to visit the library
- The Board is very short sighted puts its hands in matters that it should not.
- The Library has a dysfunctional Board

Some Board members also indicated a fear to express a difference of opinion in relation to fellow Board members as well as under the previous CEO. Board interviews indicated that there is no formal orientation. New board members are provided with written materials to review and introduced to some of the leadership staff upon arrival. The primary documents that Board members are expected to familiarize themselves with are the Bylaws and the In The Public Trust Manual.

## Relevant Survey Comments

- The overwhelming and stifling sudden focus on racial equity and related jargon from upper management and the Board has fostered divisiveness, acrimony, confusion, and the feeling that staff contributions in these areas have apparently been overlooked and undervalued for years. Staff is now paying a steep price for a series of bad moves by upper management and the Board, and feel that they are being blamed for missteps and mistakes by insulated people that rarely, if ever, work directly with the public.
- Trying to improve but hampered by a board who is unwilling to admit mistakes and effect real change.
- Most of the library board members doesn't understand the culture or the work we do. There are only 2 board members who are advocating for employees.

- I trust a portion of the Board of Trustees to carry out this mission, but have lost faith in most of the Board.
- It's so disheartening that of ALL PLACES, the Library has been portrayed so poorly in the media because some Board Members have personal agendas and axes to grind.
- We need our board members to work better with each other.
- These questions are difficult to answer because I think some of the Board members are dedicated to promoting equity, but others seemed to have been beholden to our former CEO. For some Board members and EC staff I think this effort is heartfelt, for others I think it is lip service being done for good PR.
- I have complete and full faith in the EC, my direct manager, my colleagues, and staff in that we are all doing our best to promote racial equity, inclusion and accessibility within the library for both staff and our patrons. What I do not have faith in, is in the board. This is not about a particular board member but rather than in-fighting between them all. There is clearly a division that has occurred and it is hurting the library. I think all of the board members are smart and capable people who believe that they are doing good for the library but the my way or the high way attitude is causing damage. Either they all need to find a way to get past the issues from this summary or they all need to resign and we start fresh.
- The board of trustees seems to be involved in a power struggle that is bringing the whole library down.
- We often feel like the old (not the interim) executive committee and the board are constantly fighting against us instead of for us, and we don't know why. I am not sure of the root cause of that but certainly having the president of the board publicly berate a former staff member who suffered through poor treatment doesn't help. Whether it was based in racism or not I don't know, but it most certainly showed the lack of respect for staff members that we have felt from many members of the EC and the board.
- The board of trustees and executive committee needs to work on their own biases towards poc/woc before any normal library staff member is going to take this serious.
- I feel the Board is out of touch with the understanding of the overall Culture of the Library. They take the opinions of a few and make sweeping statements and assumptions based on those opinions. The Board is moving from a place of approving policy and finance into a place of day-to-day management which is not the role of the Board. They should not be looking at scheduling, giving input on reviews outside the CEO nor making hiring recommendations outside that of the CEO. The Board is speaking out of turn in public and making grand statements of their thoughts of the library without getting more information. I have never seen a current sitting Board member in my branch, yet they feel they know my thoughts and feelings of the library better than I do. The Board does not engage with the public in this way. I think this is evident from the funding agencies and individual donors pulling donations.
- However, I worry that our Board of Directors have their own agenda and sometimes only focus on satisfying the inequities of specific marginalized groups and ignoring/minimalizing the needs of other marginalized groups. As a result, I don't completely trust they will make the best decisions to improve the current climate.



- I saw the most bias from certain members of the board during my time working around them.
- These concerns are expressed often, and publicly, but fall on deaf ears due to the current Board's denial of their known role in creating this culture.
- I do not know anything about the situation with Bree, but I did see the board meeting in which she was muted and I was horrified. The judge should at the very least be removed as president of the board, and really he should be removed from the board completely. I know that I have gone outside the parameters that you desire, but please remember one thing: the CEO and Library Board set the tone for the entire system, and no matter how many steps are taken with collection, materials and programming, it all means nothing if it doesn't come from the heart of the CEO.
- There is an undercurrent of dissent from the union that is hateful and intent on disrupting the efforts of the library. This group has allies on the library board who are hearing dramatized, inflammatory and defamatory stories and comments that are creating divisiveness in the organization.
- On the other hand, many accomplishments towards this goal are occasionally over exaggerated to the board so they are sometimes getting a different picture than what is really going on.
- Communication lacks from EC and the Board of Trustees.
- I do not trust the Library board to hire the best CEO, only one that fits their narrow view of what's considered diverse.
- Accountability is lacking and the Board inappropriately engages with staff before staff have utilized the appropriate process to address complaints of all kinds, including pay. This results, at least in some cases, staff complaining to Board members they have been wronged before management has had the ability to even attempt to address the issue. I have never worked for another organization or seen another instance where an active Board member publicly stated the organization was ". . . run like a plantation" and refer to our managers of color as the house staff. These comments upset a large portion of staff including managers of color who confided in me. Board members continue to be publicly sympathetic to comments made, in some cases, by individuals who do not even work for the library and are very misinformed. But, at least in part, due to sympathetic Board members who allow staff to bypass any processes and reporters who are willing to print anything without verifying the information they are receiving, as well as the other items listed here, it is difficult, especially publicly to communicate all the good things and initiatives around racial equity underway at IndyPL in lieu of all this negativity. We need significant improvements in top to bottom accountability, including more accountability from Board members, to ensure leaderships continues to focus on racial equity initiatives, employees and managers are informed of and are required to follow various processes, Board members redirect staff to the appropriate processes, HR continues to improve being a resource for employees, Union leadership has to genuinely engagement in a partnership with Indy PL leadership, etc.
- Board Governance and Overreach – to be blunt, I'd get rid of our entire board and start over. We have two types of board members currently – those who are invested too much in the day-to-day management of the library and those who I'm not sure have ever actually been in a branch for a full day. While I respect differences in opinion and I want there to be discussion

on topics that impact us, it often feels like petty squabbling that should have been handled in committee meetings. There feels like an us versus them mentality between board members and I cannot tell if it is truly about the issues or if it just about spiting a fellow board member or Jackie. I have absolutely zero faith in our board in leading or addressing the climate improvement process when they still cannot even agree about Ice Miller doing the process in the first choice. I think the reliance on the board on public comments and private individual emails, some of which have been leaked to the media by board members, is troubling because they are based on opinion. I wish the board would ask what the staff association thinks 1/8<sup>th</sup> of the amount of time they ask what the union thinks. The Union does not represent the whole of the library system by any means and yet it feels that their word is only gospel several of the board members listen to. The fact that there is no way to anonymously share with the board is problematic. I would have loved to address them on several major concerns I have but I know anonymous comments are not read. I do not feel that speaking up at a board meeting would put a target on my back that I do not want and per the last IndyPL town hall, I am not the only one who feels this way.

## IV. Recommendations

### *Near Term Recommendations*

#### ➤ Improve Board of Trustees Governance

Whereas most nonprofits are only subject to the Indiana Nonprofit Corporation Act, the Library is a uniquely situated nonprofit due to the fact that the Library is subject to library and municipal statutes. Overall, most of our recommendations correspond to deficiencies in adhering to the Statutes as well as the In the Public Trust manual.

#### **Clearly define and distinguish Board/CEO responsibilities and adhere to a chain of command**

- The role of the Board is to set policy for the Library. Under IC 36-12-2-4, “the director as the administrative head of the library, is responsible to the board for the operation and management of the library.” Because the Board should be focused on policy and strategic decisions, the Director is the authority on matters of routine management including personnel decisions. The In The Public Trust Manual speaks to the delegation of management of personnel to the Director which then reports up to the Board. The Board must also speak with one voice when delegating to the Director. Board members may have individual conversations with the Director, but the Director should not serve more than one master. The Board should have systems in place to evaluate the Director’s management of the Library while focusing on the big picture policy and planning decisions.
- For example, for routine hires the Board may decide that a position should be opened, but the decision on who to hire for the position rests with the CEO or the appropriate Director. The Board can and should provide strategic policies and procedures for prioritizing diversity in hiring/promotions.
- Similarly, the CEO is the only staff member that the Board directly oversees. All other staff report to the Director under a normal chain of command. The Board should redefine its role to staff so that staff understand that grievances should be handled through Human Resources, rather than individual Board members.
- The Board has been operating outside of its policy-making role. This leads to ineffective and inefficient decision-making as well as lengthening time spent in board meetings. Moreover, the more time that the Board spends managing the day-to-day affairs of the Library the less time the Board has for making and evaluating policy and strategic decisions.
- As the Library embarks on a search process for the new permanent CEO, commitment to racial equity should be a part of the process from beginning to end. Once the new CEO is on board, the Executive Committee and the Board should come together and agree on how to work together to accomplish the full mission of Indy PL. These initial conversations should be facilitated by a third party with experience in strategic processes and how to articulate roles, responsibilities and accountabilities at the leadership level.

## **Strengthen Board Operations**

The Board has primary fiduciary responsibilities and it delegates primary management responsibility to the CEO. Best practice for boards is to respect the boundaries between board and management. The Board has fiduciary responsibility for both shared responsibility and collective action. Thus, each member has fiduciary responsibility as an individual Board member and the Board as a whole also has shared fiduciary responsibility.

- Board training is recommended to ensure all members understand the expectations, roles, and responsibilities of serving on a public nonprofit board. To strengthen Board operations, there should be "job descriptions" developed for Board leaders and committees, and the Board should annually assess its performance as related to key responsibilities, including DEIA strategy and oversight (e.g., formal CEO performance evaluation to include the advancement of DEIA strategy) and time spent in Board meetings. We suggest that the Board evaluate its meetings and itself as a Board using the evaluations included in the In The Trust Manual. The Board would also benefit from a Board Retreat and other team building activities.
- Board meetings should not be used to repeat the work of the committee. Individual members should ask questions related to the committee's process and recommendations; however, committee members should not be subjected to doing committee work both in the committee as well as at the Board meeting. This is an inefficient use of time.
- There is ineffective decision-making due to infighting and divisiveness among individual Board members. Routine decisions have been complicated due to such divisiveness which has also spilled over to staff.
- All Board members should review the In The Public Trust Manual which lays out the five major tasks of the Board:
  - Set Policies (IC 36-12-3-3)
  - Hire the Director (IC 36-12-2-24)
  - Plan for the future of the library (IC 36-12-3-3 & IAC 590 Rule 6)
  - Monitor and evaluate the overall effectiveness of the library (IC 36-12-3-3, 4)
  - Advocate for the library in the community and advocate for the community as a member of the library board

## **Examine and clarify the Board's role in advancing DEIA**

- The Board should take an active role in evaluating and supporting the long term efforts of the Diversity, Equity and Inclusion Officer. Employee survey feedback indicated that although there have been good ideas related to diversity and inclusion, the Library often has failed to execute on those ideas. The Board should provide critical support and evaluation of diversity and inclusion efforts, while leaving execution and operation to management.

➤ Implement a Leadership-Led Strategy to Restore Trust within the Library System

Forming a leadership-led strategy to build and restore trust among employees and leadership is necessary for advancing the Library's commitment to racial equity. Employees must see leadership build their own capacity and internal will for transformation and model those behaviors and actions for the organization while holding themselves and others accountable for that change.

➤ Update Interview and Hiring Processes to Utilize Structured Interview Methods

The Library should implement a structured interview process where the same methods are used to evaluate applicants for similar jobs. The Library should also implement interview training for those who perform interviews and also create an interview toolkit that includes information, strategies and techniques for conducting effective interviews.

➤ Update and Reinforce Harassment Reporting and Investigation Processes

- The Library should update its harassment reporting and investigation processes to include accountability procedures for any manager, supervisor or human resources personnel that learns that an employee has engaged in harassing or inappropriate conduct but fails to address such conduct pursuant to the policy.
- The Policy should be expanded to indicate that harassment may occur over the phone, by email, text message, social media message, or any other electronic communication
- The Library should use local management to reinforce the harassment and reporting policy
- The Library should provide formal training to its human resources team on harassment, discrimination, and retaliation. The training should include, but not be limited to, how to identify abusive or harassing conduct, strategies on how to conduct internal investigations, and how managers, supervisors, and human resources can effectively respond to reports of harassment.

➤ Implement Office of Ombuds

The Library should pursue creating an Office of Ombuds. The Ombud should be permitted to operate with the confidentiality, impartiality, and independence as set forth by the International Ombudsman Association Code of Ethics and Standards Practice.

➤ Enhance DEIA Learning and Managerial Leadership Training

*Longer Term Recommendations*

➤ Conduct a Compensation and Pay Review

The Library should conduct a compensation and pay review to ensure pay practices are in line with strategic goals.

➤ Implement Formal Upward Feedback Process for Leadership Positions

Implementing a formal upward feedback process for leadership positions will provide leaders and managers with authentic, confidential feedback from the people they manage and contribute to a stronger culture of growth and accountability. Further, an upward feedback process will enable frontline staff to advocate for a positive change in their everyday work experiences at the Library.

➤ Enhance Internal Communication Practices and Processes

Enhancing internal communication practices and processes with a focus on transparency and providing more opportunities for front-line staff to voice their opinions, concerns and feedback on initiatives and policies.

➤ Supplement the 2021-2023 Strategic Plan with a Robust Internal Employee Facing DEIA Plan

Supplementing the 2021-2023 Strategic Plan with an internal, employee facing plan that leverages the data, information and findings from the climate study. Further, the plan should be appropriately resourced in terms of people and funding, which should include an evaluation of staffing levels at the library as well as the overall organizational structure for advancing the plan's actions.

➤ Develop a Stewardship Plan for Reviewing and Maintaining Progress on the Internal DEIA Plan

In addition to the internal DEIA Plan, a Stewardship Plan should be created to support accountability for institutional and structural change. This includes responsible parties, resources committed, and accountability structures to support implementation of the plan.

## Appendix

### 1. Review of DEIA Efforts Across Systems

As mentioned earlier, library systems are unique. While numbers are an important part of this analysis, we additionally looked at DEIA efforts across systems to highlight alternative approaches.

**Numbers:** Comparison on staffing, collection, and circulation size as well as the most updated budget numbers for each library system.

**Diversity, Equity, Inclusion and Access (DEIA):** Any efforts that reinforce or highlight a commitment to diversity in each system. This process began with a review of the strategic plan for each system.

**Resources:** We have identified resources provided from each system. While they vary in terms of capability, they each have provided varying resources from collections aimed at additional education to resource guides.

**News:** Updates related to staffing and/or DEIA efforts.

	IndyPL	St. Louis	Multnomah County (Portland)	Denver	Salt Lake County (no main lib)	Salt Lake City
Community	City	Suburban	City	City	Suburban	City
Population	877,389	859,148	813,300	717,796	902,734	200,591
Staff	399	510	539	600	406	210
Librarians	136	248	68	157	114	61
Libn % of staff	25%	33%	11%	21%	22%	23%
Operating Revenue	\$48,700,072	\$56,305,884	\$86,779,665	\$52,485,557	\$44,062,204	\$22,607,765
Operating Expenditure	\$47,058,115	\$48,900,484	\$80,667,367	\$51,894,875	\$40,042,357	\$18,496,084
Staff Expenditures	\$25,380,342	\$27,596,771	\$52,442,505	\$40,570,209	\$27,328,514	\$11,480,498
Staff % of Expend	54%	56%	65%	78%	68%	62%
Coll Expenditures	\$6,379,505	\$7,999,796	\$7,794,341	\$5,909,113	\$6,255,976	1,704,392
Coll % of Expend	14%	16%	10%	11%	16%	9%
Locations	24	20	19	26	17	8
Bookmobiles	2	10	-	2	-	-
Collections	2,165,232	1,885,631	2,380,352	1,835,405	1,964,448	671,625
Programs	12,471	35,443	16,355	25,551	11,051	5,661
Prog Attendance	234,678	762,953	281,488	479,583	393,557	143,893
Visits	3,474,067	5,099,641	3,608,905	4,014,705	3,158,863	1,451,276
Cardholders	280,214	685,596	416,935	495,457	615,757	117,255
Circulation	11,439,213	14,625,905	18,403,748	10,032,197	12,985,382	3,640,228

	IndyPL	St. Louis	Multnomah County (Portland)	Denver	Salt Lake County
White alone	64%	68%	79%	81%	87%
Black or African American Alone	29%	25%	6%	10%	2%
Asian alone	4%	5%	8%	4%	5%
Two or More Races	3%	2%	5%	3%	3%
Hispanic or Latino	11%	3%	12%	29%	19%
White alone, not Hispanic or Lat	54%	65%	69%	55%	70%

Library	Location	Building Space (sq ft)	Construction	Operating Budget	Staff	Collection	Annual Visitors
CBLC	Indy	3,990	\$1.3M over 5 yrs		4	20,000	NA
Schomburg	NYC	75,000	\$22M - 2015 renovation	\$8M	85	10 Million	300,000
AARLCC	Ft. Lauderdale	60,000	\$14M - 2002			1 Million	44,750
Auburn Ave	Atlanta	50,000	\$20M - 2016 Renovation	\$400,000	2 + 10 volunteers	60,000	
Blair-Caldwell	Denver	35,000	\$2.8 M – 2003 renovation		3+	35,000	109,000

### **Multnomah County Library DEIA Efforts**

#### [Multnomah County Libraries Priorities 2020-2021](#)<sup>1</sup>

- Free access for all
- A trusted guide for learning
- The leading advocate for reading
- A champion for equity and inclusion
  - We Speak Your Language program: Staffing with cultural expertise, as well as materials and services in different languages (Spanish, Chinese, Russian, Vietnamese and Somali)
  - Black Cultural Library Advocates: This team of library staff advocates for Black communities. They create culturally relevant programs and connect Black patrons with the library.
  - Added 33 Black Cultural Library Advocate positions between 2019 and 2021 (total of 38).
  - Digital Equity: Effort to provide high-speed internet to all, with the Multnomah County Library being Oregon's largest provider of free internet.

### **Resources**

Annual equity and inclusion reports: [2017](#)<sup>2</sup> and [2018](#)<sup>3</sup>

[Our Story: Portland through an African American lens](#)<sup>4</sup>

<sup>1</sup> *Multnomah County Library Priorities 2020–2021*, multcolib.omeka.net [multcolib.org/sites/default/files/MCL-Priorities-2020-2021.pdf](https://multcolib.org/sites/default/files/MCL-Priorities-2020-2021.pdf) (last visited Mar. 18, 2022)

<sup>2</sup> *Equity & Inclusion Annual Report*, multcolib.omeka.net [multcolib.org/sites/default/files/MCL%20Equity%20and%20Inclusion%20Annual%20Report.pdf](https://multcolib.org/sites/default/files/MCL%20Equity%20and%20Inclusion%20Annual%20Report.pdf) (last visited Mar. 18, 2022)

<sup>3</sup> *Multnomah County Library Equity & Inclusion – 2018 Report*, multcolib.net <https://multcolib.org/sites/default/files/MCL-2018-Equity-and-Inclusion-Report-JAN20.pdf> (last visited Mar. 17, 2022)

<sup>4</sup> *Our story: Portland Through an African American Lens*, multcolib.omeka.net <https://multcolib.omeka.net/exhibits/show/our-story/home> (last visited Mar. 18, 2022)



## [Black Pacific Northwest Collection](#)<sup>5</sup>

### News

[As librarians convene in Portland, Multnomah County Library showcases its work in diversity, equity, and inclusion](#)<sup>6</sup>

### **St. Louis County Library DEIA Efforts**

#### [St. Louis County Library Strategic Plan](#)<sup>7</sup>

- Promote Literacy and Support Lifelong Learning
- Foster a sense of community and social connectedness
- Maximize Access and Impact
- Hicks-Carter-Hicks Study
  - In July 2021, St. Louis County Library hosted a series of Community Conversations regarding diversity, equity, and inclusion in library programs and services. Hicks-Carter-Hicks facilitated this process through a series of in-person and online interviews, focus groups and surveys. [Results](#)<sup>8</sup> indicate that the Library “is a leader in diversity, equity and inclusion.”

### Resources

#### [Diversity & Inclusion Resources](#)<sup>9</sup>

- Board Resolution addressing Systemic Racism and the Black Lives Matter Ideal
- Statement on Race and Social Equity
- Additional resources from the local, state and federal level

### News

[Black Librarians speak out after 122 St. Louis County Library workers fired](#)<sup>10</sup>

### **Denver Public Library DEIA Efforts**

#### [Mission and Strategic Plan](#)<sup>11</sup>

- Values: Welcoming, Curiosity, Connection, Equity and Stewardship
- Plaza: Collaborating with Denver's multicultural community to create equitable opportunities for learning, discovery, and connection. Plaza programs create inclusive spaces for people from all over the world to connect with resources and meet new people.
- Advancing Racial Equity and Inclusion in the Workplace: 3,000 plus attendees from across the country attended the three-day symposium July 8 – 10, 2020.

<sup>5</sup> *Black Pacific Northwest Collection*, multcolib.org <https://multcolib.org/blog/20180918/black-pacific-northwest-collection> (last visited Mar 18, 2022)

<sup>6</sup> Berens, Kathy “As librarians convene in Portland, Multnomah County Library showcases its work in diversity, equity and inclusion” *The Oregonian*, Mar. 18 2022. [www.oregonlive.com/portland/2022/03/as-librarians-convene-in-portland-multnomah-county-library-showcases-its-work-in-diversity-equity-and-inclusion.html](http://www.oregonlive.com/portland/2022/03/as-librarians-convene-in-portland-multnomah-county-library-showcases-its-work-in-diversity-equity-and-inclusion.html)

<sup>7</sup> 2019 – 2022 Strategic Plan, slcl.org <https://www.slcl.org/content/strategic-plan> (last visited Mar. 18, 2022)

<sup>8</sup> *Diversity, Equity and Inclusion Assessment Results*, slcl.org [https://www.slcl.org/sites/default/files/SLCL\\_FINAL%20Board%20Report%20Presentation%20Powerpoint%20FINAL.pdf](https://www.slcl.org/sites/default/files/SLCL_FINAL%20Board%20Report%20Presentation%20Powerpoint%20FINAL.pdf) (last visited Mar 18, 2022)

<sup>9</sup> *Diversity & Inclusion Resources*, slcl.org <https://www.slcl.org/content/diversity-inclusion-resources> (last visited Mar 18, 2022)

<sup>10</sup> Hurwitz, Sophie “Black Librarians speak out after 122 St. Louis County Library workers fired” *The St. Louis American*. [https://www.stlamerican.com/news/local\\_news/black-librarians-speak-out-after-122-st-louis-county-library-workers-fired/article\\_97fc07b6-e0bd-11ea-b968-0b1354b1f113.html](https://www.stlamerican.com/news/local_news/black-librarians-speak-out-after-122-st-louis-county-library-workers-fired/article_97fc07b6-e0bd-11ea-b968-0b1354b1f113.html) Aug 1, 2020.

<sup>11</sup> *Mission & Strategic Plan*, Denverlibrary.org, <https://www.denverlibrary.org/about> (last visited Mar 18, 2022)

## Resources

[Plaza resources](#)<sup>12</sup>

## News

[“Denver Public Library Hosts Symposium on Advancing Racial Equity and Inclusion in the Workplace”](#)<sup>13</sup>

## **Indianapolis Public Library Diversity and Inclusion**

[Strategic Plan](#)<sup>14</sup>

Values: Racial Equity, Adaptability, Communication, Diversity, Inclusiveness

[IndyPL's Commitment to Racial Equity](#)<sup>15</sup>

[Timeline of recent advancements dating back to 2017](#)

## Resources

[Racial Equity Collection](#)<sup>16</sup>

[Center for Black Literature & Culture](#)<sup>17</sup>

[LGBTQ+ Services @Your Library](#)<sup>18</sup>

## News

[Indianapolis Public Library's interim CEO to leave in April. Search for new CEO continues](#)<sup>19</sup>

## **Salt Lake County Library System**

DEIA Efforts

[Mission Statement](#)<sup>20</sup>

[Digital Inclusion](#)<sup>21</sup>

## Resources

[County Library Resources](#)<sup>22</sup>

## **Salt Lake City Library System**

DEIA Efforts

<sup>12</sup> *Cultural Inclusivity*, Denverlibrary.org <https://www.denverlibrary.org/ci/index> (last visited Mar. 18, 2022)

<sup>13</sup> “Denver Public Library Hosts Symposium on Advancing Racial Equity and Inclusion in the Workplace” Denver Public Library. 24 July 2020. [www.denverlibrary.org/blog/library-news/sspsna/denver-public-library-hosts-symposium-advancing-racial-equity-and](http://www.denverlibrary.org/blog/library-news/sspsna/denver-public-library-hosts-symposium-advancing-racial-equity-and)

<sup>14</sup> 2021 – 2023 Strategic Plan, indypl.org [https://indypl.org/uploads/callouts/1104-LIB\\_2021-StrategicPlan\\_IndyPL\\_Digital-5.pdf](https://indypl.org/uploads/callouts/1104-LIB_2021-StrategicPlan_IndyPL_Digital-5.pdf) (last visited Mar. 18, 2022)

<sup>15</sup> *IndyPL's commitment to Racial Equity*, indypl.org <https://www.indypl.org/news-and-announcements/indypls-commitment-to-racial-equity> (last visited Mar. 18, 2022)

<sup>16</sup> *Racial Equity Collection*, indypl.org <https://www.indypl.org/blog/for-adults/racial-equity-collection> (last visited Mar. 18, 2022)

<sup>17</sup> *Center for Black Literature & Culture*, indypl.org <https://www.indypl.org/locations/central-library/center-for-black-literature-and-culture> (last visited Mar. 18, 2022)

<sup>18</sup> *LGBTQ+ Services*, indypl.org <https://www.indypl.org/blog/for-adults/lgbtq> (last visited Mar. 18, 2022)

<sup>19</sup> Pak-Harvey, Amelia. “Indianapolis Public Library's interim CEO to leave in April. Search for new CEO continues.” *Indystar.com* [www.indystar.com/story/news/local/indianapolis/2022/03/08/indianapolis-public-library-interim-ceo-leave-april/9414757002/](http://www.indystar.com/story/news/local/indianapolis/2022/03/08/indianapolis-public-library-interim-ceo-leave-april/9414757002/) 8 March 2022.

<sup>20</sup> *Library Information*, slcolibrary.org <https://www.slcolibrary.org/information/library-information> (last visited Mar. 18, 2022)

<sup>21</sup> *Salt Lake County Library Is Leading Its Community Forward in the Digital Age*, Urbabllibraries.org <https://www.urbanlibraries.org/blog/salt-lake-county-library-is-leading-its-community-forward-in-the-digital-age-interview> (last visited Mar. 18, 2022)

<sup>22</sup> *All Resources*, slcolibrary.org <https://www.slcolibrary.org/learn/all-resources> (Last visited Mar. 18, 2022)

## [Mission Statement](#)<sup>23</sup>

### Focus areas

- Arts & Creativity
- Civic Engagement
- Critical Literacies
- Economic Success
- Healthy Together
- Inclusion & Belonging

## [Culture Statement](#)<sup>24</sup>

## [Statement from The City Library's Executive Director](#)<sup>25</sup>

## Resources

### [Digital Equity](#) <sup>26</sup>

## News

### [The benefits of having books on our shelves that don't reflect our opinions](#)<sup>27</sup>

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<sup>23</sup> Mission Statement, slcpl.org <https://about.slcpl.org/mission> (last visited Mar. 18, 2022)

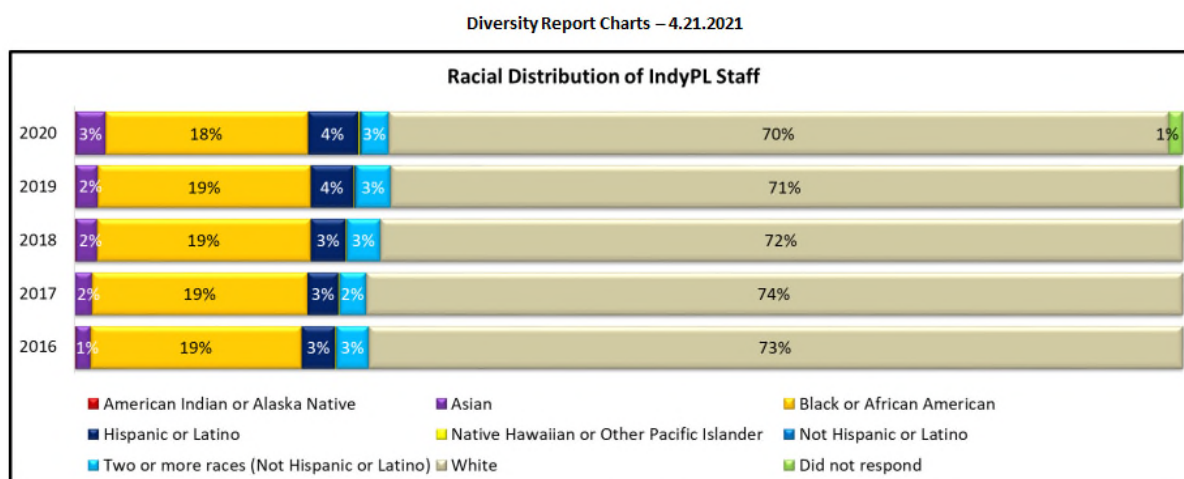
<sup>24</sup> The City Library, slcpl.org <https://about.slcpl.org/images/pdfs/slcpl/WorkAtSLCPL.pdf> (last visited Mar. 18, 2022)

<sup>25</sup> Bromberg, Peter. "Statement from the City Library's Executive Director." *Slcpl.medium.com*, 1 June 2020, <https://slcpl.medium.com/statement-from-the-the-city-librarys-executive-director-5c5313ad9259>.

<sup>26</sup> The Salt Lake City Public Library's Tech League Urbanlibraries.org <https://www.urbanlibraries.org/innovations/the-salt-lake-city-public-librarys-tech-league> (last visited Mar. 18 2022)

<sup>27</sup>Krishna, Amrita. "The benefits of having books on our shelves that don't reflect our opinions" The Salt Lake Tribune. 25 Feb. 2022. <https://www.sltrib.com/opinion/commentary/2022/02/25/amrita-krishna-benefits/>

## 2. Employee Racial Demographics Snapshot



## 3. Employee Climate Survey Self-Identify Participation Data

### Participation by Race and Ethnicity

- American Indian or Alaska Native 0.7%, 3
- Asian or Asian American 1.2%, 5
- Black or African American 16.5%, 68
- Hispanic or Latino(a)(x) 3.9%, 16
- Native Hawaiian or Other Pacific Islander 0.2%, 1
- Two or more races 3.9%, 16
- I self-identify as a person of color 0.2%, 1
- White or Caucasian 67.6%, 278
- Prefer not to answer 9.7%, 40

### Participation by Gender Identity

- Man 21.12%, 87
- Woman 68.69%, 283
- Trans Man 0.00%, 0
- Trans Woman 0.49%, 2
- Non-binary 2.18%, 9
- Prefer not to answer 7.52%, 31

### Participation by Sexual Orientation

- Lesbian 1.74%, 7
- Gay 2.23%, 9
- Bisexual 7.69%, 31
- Straight or Heterosexual 68.24%, 275
- Queer 1.49%, 6
- Asexual 4.22%, 17


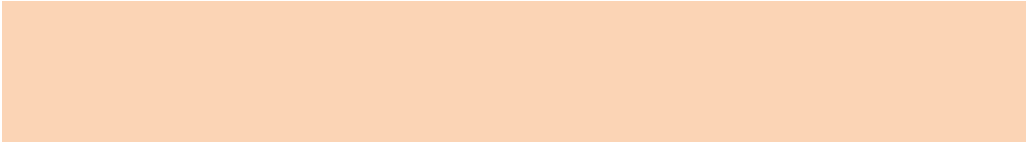
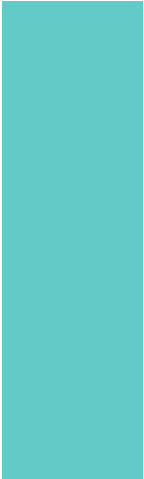
- Prefer not to answer 14.39%, 58

#### Participation by Disability

Do you consider yourself to have a disability (visible or invisible)?

- Yes 20.39%, 84
- No 69.66%, 287
- Prefer not to answer

#### **4. Collections Management PowerPoint**



# Building Racial Equity into Collection Management

Deb Lambert  
*Director, Collection Management*

Olanike Olaniyi  
*Collection Development Librarian,  
World Languages and Diversity*



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# Building Racial Equity into Collection Management



2017 – Center for Black Literature & Culture



2018-19 – Chris Gonzalez Library & Archives, Start of Diversity Audit

## Timeline



2020 Intentional purchasing



2021 Intentional purchasing with goals and measurement



2022 Intentional purchasing with goals, measurement & growth

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## Collection Activities 2017

- Development of the collection for the Center for Black Literature and Culture
  - Grant to add 2,000 items to celebrate and honor African American literature, history & culture
  - Redistributed 8,000 items from existing collection
  - Copies in both CBLC and floating collection
- Began on-going Racial Equity Training for Collection Development Staff



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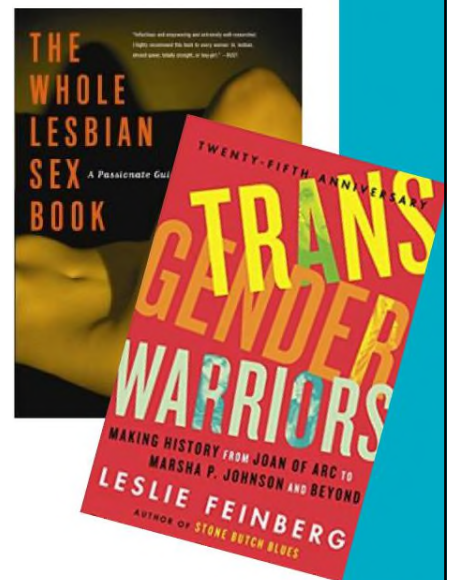


2018 - 2019



# Collection Activities 2018 - 2019

- World Language Collection project
  - identify core languages for each branch
  - begin purchasing as assigned copies, instead of floating
  - Recognized need for dedicated staff & focus
- Chris Gonzalez LGBTQ+ collection
  - Review and evaluation
  - Process, catalog & Distribute 7,000+ items
- Diversity Audit Began (more later)



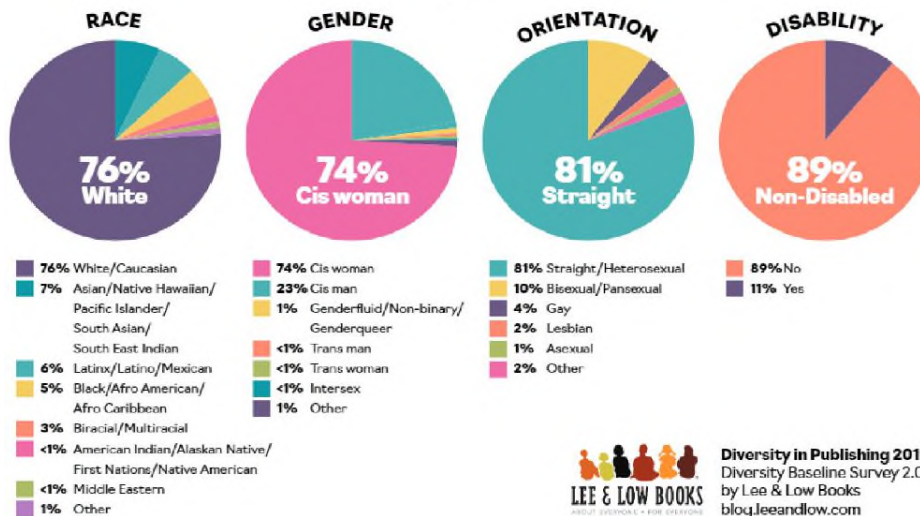
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# Challenges

## DIVERSITY IN PUBLISHING 2019 • DIVERSITY BASELINE SURVEY BY LEE & LOW BOOKS

INDUSTRY OVERALL EXECUTIVE LEVEL EDITORIAL SALES MARKETING & PUBLICITY BOOK REVIEWERS LITERARY AGENTS INTERNS

### Industry Overall



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# Collection Diversity Audit - Olanike

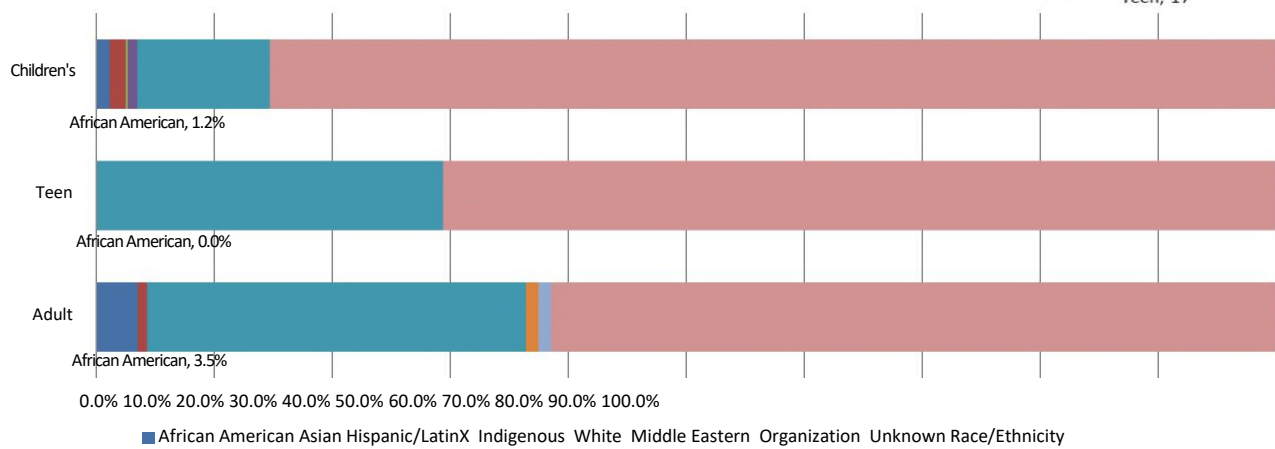
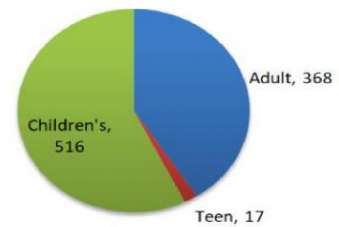


## Doing the Diversity Audit

- Collaborations
- Set goals – PIK, find authors & characters, etc.
- Every 11<sup>th</sup> book – measures 10% of the overall PIK collection with +/- 2% accuracy
- Total collection audited -3,009 books (903 NF, 2028 Fic., 78 Bio.)
- Authors' searching – books, online
- Audit tools – audit worksheets (NFIC,FIC), Excel worksheets, Google worksheets.

### Pike Branch Library Collection Race/Ethnicity of Non-fiction Authors

Sampling count of  
non-fiction Items:



## Findings

- Low % of Non-Binary authors: many did not self-identify in this collection. This is far from accurate as that is currently shifting
- High female author representation
- Non-LGBTQ identified characters collection
- Poor representation of African American, LatinX, Asian, Native American, Middle Eastern authors and characters

## Findings – Race/Ethnicity

- **Large unidentified authors' race: many do not identify**
- **White-dominating collection – 65% white authors**
- **Whitish identified (42%) and undetermined (39%) characters**

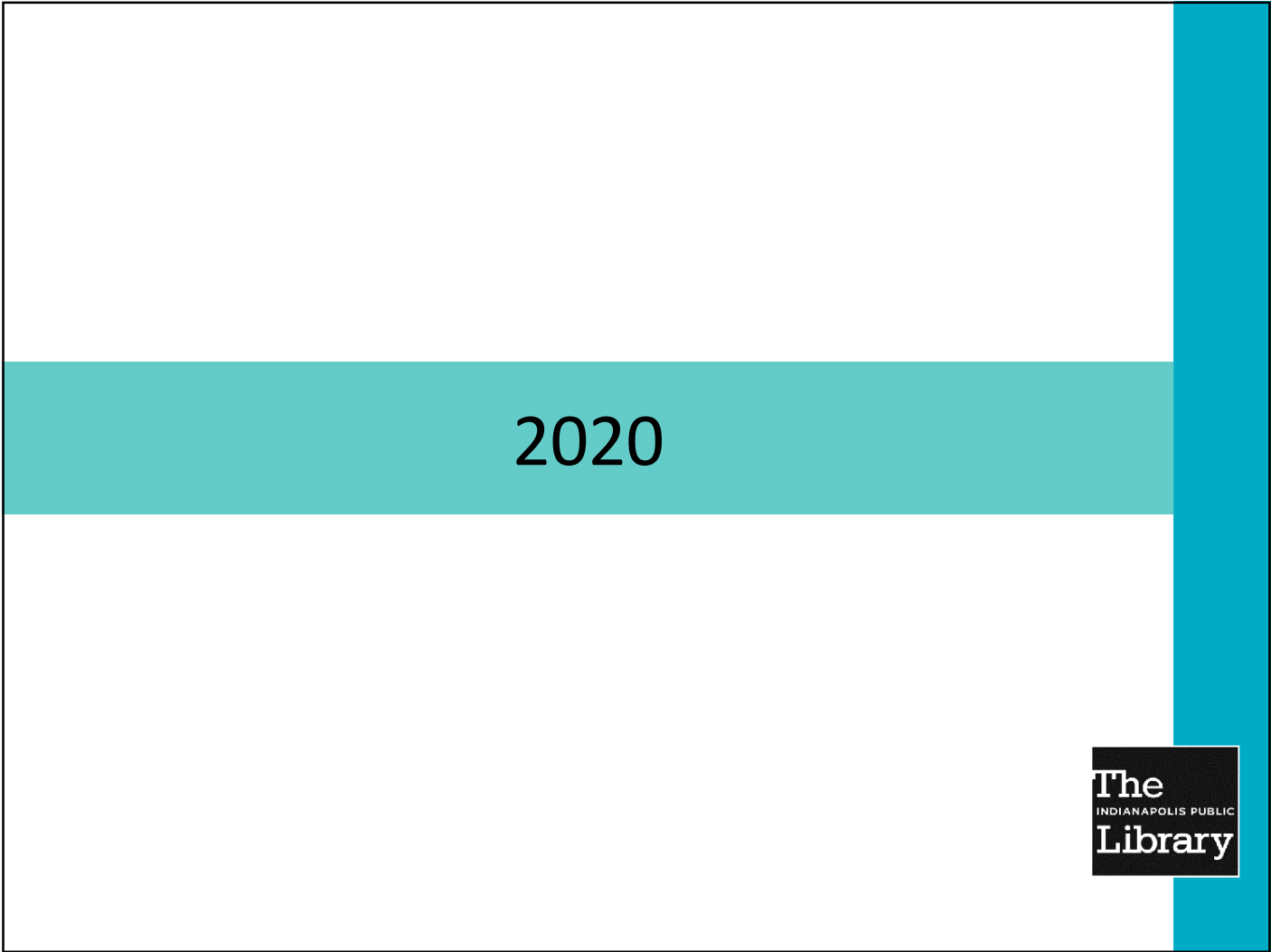


## Diversity Audit & New Purchases-Differences?

- Diversity Audit measures existing collection acquired over 20 years and only a sampling
- Equity recording possible for new purchases, with stretch goals e.g. 30% -AA, 10% LatinX/Hispanic, 5% LGBTQ+
- Diversity audit is a good baseline of where we are
- New purchases are possible actions in moving diversity of our collection forward
- Author & Character diversity were counted separately in the diversity audit
- New purchases include beyond characters but authentic voices with possibility of intersectionalities' boundaries

## Future – 2022?

- Work with branch librarians to audit their collections
  - hoping to find more diversity identifications – race,
  - focusing on authors
- Using the created sheets to populate and analyze the inputs
- Collaborate with MLIS volunteers to audit at branches
- Selection and purchases to reflect DEI goals – 30%, 15%, 5%
- Continue Racial Equity collections at branches
- Refreshing 23 WLs at branches with Bond Funds, etc.???
- Webinars on moving beyond diverse but inclusive collections



## Collection Activities 2020

- Increased spending in diverse areas, without specific targets
- Established ILS Statistical Codes for identifying and measuring items in equity categories (much easier than using subject headings)

Black/African American  
Asian American Pacific Islander  
Ability Diverse  
Indigenous  
Intersectionality  
Hispanic/LatinX  
LGBTQ+  
Middle Eastern  
World Language



# Collection Activities 2020

- Audit and revise ALL parts of the collection –  
(systems outside of the ILS):

- Magazine subscriptions
- Book Club Kits
- Bookmarks
- Automatically Yours popular fiction author program

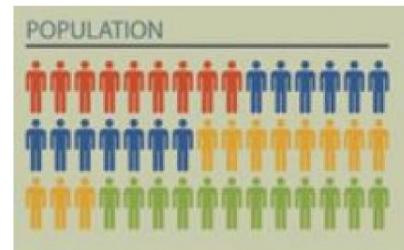
**Focus on:**

Black/African American  
Hispanic/LatinX  
LGBTQ+  
World Language



# Community Demographics

- Identify Current Community Demographics (next slide)
- (Estimated LGBTQ+ demographics increased from 4.6% to 5.6% in 2021)\*
- Try to identify baseline of collection diversity
  - Compare peer library collections through catalog searches
  - 10% Shelf Sampling diversity audit
  - Vendor tools – [TeachingBooks.net](https://teachingbooks.net)



\*Inc, Gallup (2021-02-24). "[LGBT Identification Rises to 5.6% in Latest U.S. Estimate](https://www.gallup.com/186711/lgbt-identification-rises-to-5-6-in-latest-u-s-estimate.aspx)". [Gallup.com](https://www.gallup.com/186711/lgbt-identification-rises-to-5-6-in-latest-u-s-estimate.aspx).



# Demographics by Branch

	Black/ African American Serv Area	American Indian Serv Area	Asian Serv Area	Caucasian Serv Area	Hispanic or Latino Serv Area	Total Pop
BGR	10.2%	0.0%	1.1%	80.3%	6.47%	23228
CEN	33.6%	0.1%	6.0%	51.2%	5.39%	35149
COL	23.7%	0.4%	1.9%	67.2%	3.57%	25056
DEC	9.9%	0.4%	0.4%	80.5%	6.7%	40862
E38	77.6%	0.2%	0.5%	13.0%	5.8%	34181
EAG	43.6%	0.2%	2.5%	22.6%	27.9%	51621
EWA	22.8%	0.1%	1.0%	53.4%	18.8%	13320
FRA	3.1%	0.4%	3.9%	87.0%	3.5%	42511
GPB	9.7%	0.0%	0.7%	74.4%	12.4%	40431
GLD	13.9%	0.0%	2.6%	76.6%	4.3%	41582
HVL	31.3%	0.5%	0.5%	35.7%	29.1%	14704
INFO	69.8%	0.1%	1.1%	22.7%	3.1%	12813
IRV	20.2%	0.5%	0.6%	68.0%	8.3%	52527
LAW	18.3%	0.2%	2.0%	67.7%	8.6%	82698
MAR	80.1%	0.3%	0.2%	12.4%	4.9%	12298
MIC	46.9%	0.1%	4.1%	29.4%	14.8%	39025
NOR	20.5%	0.1%	4.5%	64.0%	6.8%	49053
PIK	44.7%	0.0%	2.9%	37.0%	11.7%	52434
SOU	4.1%	0.3%	15.1%	73.3%	5.0%	44174
SPK	27.0%	0.0%	0.4%	56.6%	12.4%	9668
WRN	46.1%	0.1%	1.1%	38.8%	10.5%	94296
WAY	26.4%	0.0%	1.7%	53.5%	15.1%	71529
WIN	14.1%	0.3%	0.2%	60.3%	20.4%	11338
WPR	6.0%	0.4%	9.7%	74.2%	7.3%	50025
<b>Total Pop</b>	<b>27.5%</b>	<b>0.2%</b>	<b>3.1%</b>	<b>56.0%</b>	<b>10.2%</b>	<b>944523</b>

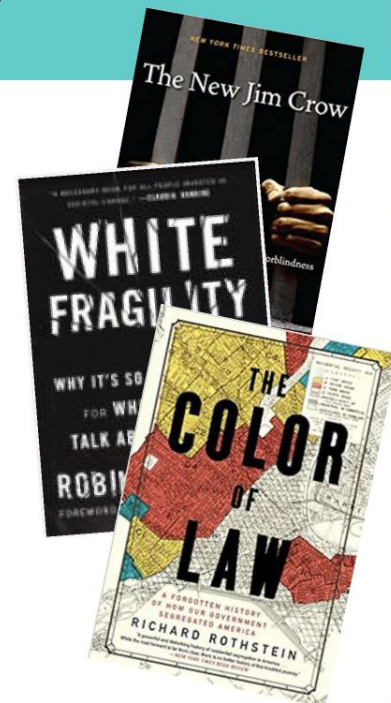
\*2020 U.S. Census



# Collection Activities 2020

## Lilly Endowment Racial Equity Grant (\$120k)

- To meet demand for new interest in Racial Equity
- Materials for branch displays
- Developed the resource list that was used for state-wide grant
- Copies to all locations, as well as IPS schools and other school partners



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# Collection Activities 2020

## Reclassified position

- Collection Development Librarian for World Languages and Diversity



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# Collection Activities 2020

- Review collection for harmful stereotypes review
- Started with representation of indigenous people



# New West Perry Branch (2020-21)

- Equity Targets in Opening Day Collection!

- First attempt using targets

- Black/African American 30%
    - LGBTQ+ 5%

- Results demonstrate that a collection built with equity targets from the start vs. diversifying an existing collection is radically different

- Surprising results – reaction of community – be prepared!

<https://www.indystar.com/story/new/local/indianapolis/2021/08/26/lgbtq-west-perry-library-facebook-post>



The bloggers who created the post and condemned the branch as "that wicked library" and aimed to have scores of rainbow materials yanked from the shelves. Instead, their criticism has generated praise for the south-side library from throughout the state, around the nation and across the pond.



INDYSTAR.COM

A viral Facebook post slammed LGBTQ books at the West Perry Library. Then it backfired.

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2021



# Collection Activities 2021

- Collection diversity goals built into the library's 2021-2023 Strategic Plan

## Racial Equity Strategic Objectives

- Create a more diverse collection by designating a specific amount of the annual collection budget for African American (30%), Latinx (10%), and LGBTQ+ (5%) materials.
- Apply the IndyPL Racial Equity Toolkit in designing 100% of programs annually.
- Increase vendor diversity by updating processes and enhancing outreach to ensure 27% of annual vendor expenditures are paid to city certified XBEs.



# Collection Activities 2021

- On target to spend the following for Equity purchase in 2021:
  - 16.9% African American
  - 3% Hispanic/Latinx
  - 4.4% LGBTQ+
- Let's talk about minority-owned businesses in library vendor industry. (27% XBE!)
- Alternative: DEI discussions with primary vendors



# Collection Activities 2021

- Collection Equity Goal Definitions and Guidelines
  - What is an equity purchase? (shorthand for Equity and representation)
  - How does this intersect with the selection policy?
  - Do ALL black authors works' qualify as equity purchases?
  - When do non-black authors count as a African American equity purchase?
  - Input from Library staff affinity groups



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# Collection Activities 2021

- Racial Equity Collection
  - Displays at every branch
  - Signs
  - Bookmarks





## RACIAL EQUITY COLLECTION

Made possible by Lilly Endowment Inc. through a grant to The Indianapolis Public Library Foundation.

### ANTIRACISM & SOCIAL JUSTICE LIBRARY RESOURCES

Thanks to a \$140,000 grant from Lilly Endowment Inc., IndyPL purchased 3668 new materials that explore racial equity.

Titles span several genres and age ranges, and many are high-demand books, e-books, audiobooks, and movies. Others are new titles to our collection.

By adding more resources, we hope to limit hold times and have more copies available for browsing





## Collection staff involvement in Committees and Affinity Groups

- LGBTQ+ Committee
- Racial Equity Council
- African American History Committee
- Supplier Diversity Advisory Council
- Strategic Planning Committee
- Homeschool Committee



# Professional Development

- NCAAL Conference
- Edelweiss Bookfest
- US Bookshow
- ALA Conference
- Augusta Baker lectures - critical conversations in LIS
- LJ/SLJ Collection Diversity Webinars
- Vendor webinars  
(keep going, not one and done!)



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## Future Directions 2022 ☐

- Expand collection diversity audit with more evaluators

- Branch staff
- MLIS students
- Trained volunteers
- Google form to collect and collate the data



## Future Directions 2022 ☐

- Growth of equity percentages

	2021	2022	2023
African American	16.9%	23%	30%
LatinX	3%	6.5%	10%
LGBTQ+	4.4%	5.6%+	6%+

- Implementing more vendor to

- CollectionHQ
- Ingram's iCurate Inclusive



## Future Directions 2022 ☐

- Diversify collection-related activities
  - Displays and merchandising
  - Reader's Advisory
- Collection Weeding/Redistribution Training
  - Identification of Equity materials in weeding reports, developing guidelines





# Thank you!

**Deb Lambert**

*Director, Collection Management*

[dlambert@indypl.org](mailto:dlambert@indypl.org)

**Olanike Olaniyi**

*Collection Development Librarian,  
World Languages and Diversity*

[oolaniyi@indypl.org](mailto:oolaniyi@indypl.org)



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