

**DOWNERS GROVE PUBLIC LIBRARY
BOARD OF LIBRARY TRUSTEES
OCTOBER 26, 2022, 7:30 P.M.
LIBRARY MEETING ROOM**

AGENDA

1. Call to Order, Pledge of Allegiance, Land Acknowledgment
2. Roll Call
3. Welcome to Visitors
4. Approval of Minutes
 - a. September 28, 2022 Regular Meeting Requested Action: Approval
5. Financial Matters
 - a. September 2022 Financial Report
 - b. October 2022 Invoices Requested Action: Approval
6. Public Comment on Agenda Items
7. Public Comment on Other Library Business
8. New Business
9. Unfinished Business
 - a. Strategic Planning Consulting Proposals Requested Action: Approval
 - i. Virtual Interviews of Consulting Firms
10. Library Director's Report
11. Executive Session
 - a. 5 ILCS 120/2(c)(1), for discussion of the appointment, employment, compensation, discipline, performance, or dismissal of a specific employee
12. Action for Items Discussed in Executive Session Requested Action: Approval
13. Trustee Comments and Requests for Information
14. Adjournment

**DOWNERS GROVE PUBLIC LIBRARY
BOARD OF LIBRARY TRUSTEES
SEPTEMBER 28, 2022, 7:30 P.M.
VILLAGE COUNCIL CHAMBERS
VILLAGE OF DOWNERS GROVE
801 BURLINGTON AVE
DOWNERS GROVE, IL 60515**

DRAFT MINUTES

1. **Call to Order, Pledge of Allegiance, Land Acknowledgment.** President Gigani called the meeting to order at 7:30 p.m. and led the room in the Pledge of Allegiance. President Gigani read aloud the Downers Grove Public Library Land Acknowledgement.
2. **Roll Call.** Members present: Trustee Carissa Dougherty, Trustee Dave Humphreys, Trustee Barnali Khuntia, Trustee Bill Nienburg, President Swapna Gigani. Absent: None.

Also present: Library Director Julie Milavec, Assistant Library Director Jen Ryjewski, Business Office Manager Katelyn Vabalaitis, Media Lab Coordinator Ed Bromiel, Building Operations Monitor Daniel Bartkowiak, Building Operations Monitor Andrew Thing, Jason Perkunas of Shales McNutt.

3. **Welcome to Visitors.** President Gigani welcomed visitors and thanked them for their interest in the library.
4. **Approval of Minutes.**
 - a. August 24, 2022 Regular Meeting. It was moved by Khuntia and seconded by Nienburg THAT the Minutes of the August 24, 2022 Regular Monthly Meeting be approved as presented. Motion passed by voice vote.
5. **Financial Matters.**
 - a. August 2022 Financial Report. Library Director Julie Milavec presented the report. The library is 66% through the year. There was a major fund balance change, which was due to the annual transfer from the Library Fund to the Library Capital Replacement Fund that was approved earlier in the year. The library has received 63.8% of its expected revenue and Library Fund expenditures are at 64.3% spent for the year. Milavec noted that there was no invoice for the Drag Queen Bingo event as the contract had been cancelled.
 - b. September 2022 Invoices. It was moved by Dougherty and seconded by Khuntia THAT the payment of September 2022 Capital Replacement Fund

invoices totaling \$107,970.31, the payment of September 2022 Operating Fund invoices totaling \$128,629.05, the acceptance of September 2022 credit memos totaling \$409.37, and the ratification of August 2022 payrolls totaling \$256,484.59 be approved. Roll call: Ayes: Dougherty, Humphreys, Khuntia, Nienburg, Gigani. Nays: None. Abstentions: None.

6. **Public Comment on Agenda Items.** President Gigani invited comment. There was none.

7. **Public Comment on Other Library Business.**

- a. Move Public Comment on Other Library Business to After Librarian's Report, Waive 30-Minute Maximum Time Limit on Public Comment, and Amend the Maximum Time for Public Comment to 2 hours.

It was moved by Khuntia and seconded by Nienburg THAT Public Comment on Other Library Business be moved to after the Librarian's Report, the 30-minute maximum time limit on public comment be waived, and the maximum time for public comment be amended to two hours. Motion passed by voice vote.

8. **New Business.** There was none.

9. **Unfinished Business.**

- a. Workroom Renovation Project Bid Awards. It was moved by Khuntia and seconded by Humphreys THAT the construction bids as presented in Shales McNutt's Recommendation to Award be and furniture, fixtures, and equipment proposals be accepted.

It was moved by Nienburg THAT the vote on the project bid awards be tabled and moved to the next meeting.

Trustee Nienburg commented that the information for this vote was available in mid-September. This project was originally budgeted at less than \$250,000 and the estimates came in at \$660,000, which is a 270% increase. The bids that have come in are at \$659,000 and this level of spending deserves a little more scrutiny then being added to the agenda packet one week before the meeting and being revised 48 hours before the meeting.

There was no second to the amended motion.

The original motion was voted on. Roll call: Ayes: Dougherty, Humphreys, Khuntia, Gigani. Nays: Nienburg. Abstentions: None.

10. **Library Director's Report.** Library Director Julie Milavec presented her report. The library has received an overwhelming amount of feedback about the Drag Queen Bingo event beginning on August 27. The event was posted on the library's events calendar at the beginning of August but no comments were received until August 27. From August 27 through September 12, when the program was cancelled, the feedback received was 852 individual responses. 51.53% of those comments were positive, 44.25% were negative, and 4.23% were classified as other, such as questions. After the cancellation of the program on September 12 through September 23, the library received an additional 363 pieces of feedback that were 81.82% positive, 14.33% negative, and 3.86% other. Milavec thanked the Center for Creative Arts Therapy and Azizi Marshall, who are providing some staff wellness events for library staff. It is much needed and their thoughtfulness and kindness is very much appreciated.

Public Comments on Other Library Business

Ted Waltmire, former Downers Grove Public Library employee from 1995-2009, worked in libraries for 29 years before a stroke changed his employment status and forced early retirement. He was supported by staff and the Library Board, and now it's his turn to support the library. The focus and mission of the library is to present materials and programs which benefit members of the community. Policies and procedures for this are in place. He has worked through his share of controversy at DPGL, including the issue of unfiltered internet access in the early days of the online world. Now, a library program is being threatened by another community group imposing their standards on the library and threatening violence if we do not conform to their standards. Downers Grove is a diverse community – he learned this by working at the library and attending a Downers Grove church. There is too much hate and misunderstanding in the world today. Everyone in the room may not agree with materials and programming at DGPL but everyone should endorse a safe environment for staff and for the public to learn about diversity. He quoted a song lyric from *South Pacific*, "You have to be taught to hate in fear" and a quote from *Into the Woods*, "Careful with the things you say, children will listen." He applauds Downers Grove Public Library for being diverse and recognizing that issue and he fully stands behind the Board and staff of the Downers Grove Public Library.

Noel Manley is the co-chair of Awake Downers Grove, a peaceful organization dedicated to the protection and education of all children. The United States is a country filled with systemic love, kindness, and fairness. Downers Grove is a village filled with systemic love, kindness, and fairness. However, what he does not understand is why the Downers Grove Library would want to host an event that promotes a highly sexualized form of adult entertainment for children as young as 12 years old. This is the sexual exploitation of children and it needs to

end. Why would a library be motivated to hold such an event? This nonsense stems from the implementation of the Downers Grove Library's Discovery Report. It's listed on the library's website. Downers Grove taxpayers payed an equity consultant, RGW Consulting, \$86,834.00 to date. What do the people of Downers Grove get for their \$86,000? If you go to page 8, question 1, RGW's previous client is listed where the Downers Grove Library should be. He wonders if they know how to use their word search. He also obtained a copy of the Glen Ellyn Discovery Report, also executed by RGW Consulting. There were significant sections where it was almost word for word the same report. His experience with Downers Grove is that it is a village of decent, hardworking people who support and sacrifice for their families and participate in the community. However, if he knew nothing about Downers Grove and only had this Discovery Report, one would think Downers Grove is the old Jim Crow South. The \$86,000 report paints Downers Grove Library as a racist institution, as well as the Downers Grove community by extension. His experience with libraries is that the people working there were all decent, kind people, and this includes the Downers Grove Library. The report is only 22 pages and he encourages everyone to read it. It essentially uses race as a bludgeon to label the Downers Grove Library as systemically racist. There is nothing scientific about it. There's a lot to unpack with this report. In the shared language section, the report asserts that the term taxpayer is coded language that signals power and privilege and "likewise, a patron naming that they are from the north side of Downers Grove implies an expected level of privilege and respect that residing on the south side of Downers Grove does not imply." In a section called Whiteness, the report asserts that whiteness is an actual thing and describes specific attributes of whiteness, such as punctuality and behavioral expectations. He quotes from the report, "Designed and informed most specifically by white males, whiteness is also patriarchal. Whiteness informs how we manage time, hold space, and share power." He wonders how many hardworking African American, Hispanic American, and Asian Americans know that their cultural work ethic is in fact a surreptitious form of whiteness. Again, the Downers Grove taxpayers paid \$86,000 for this divisive nonsense. What this report and its implementation attempts to do, under the guise of diversity and inclusion, is in fact the opposite. Instead, it promotes divisiveness and exclusion. Those responsible for wasting taxpayer dollars should be held accountable for this politically and incendiary report. This needs to end and this needs to end now.

Shannon Adcock is the founder and president of Awake Illinois, a nonprofit, social welfare, advocacy organization that operates state-wide. She received an interesting welcome when arriving to the meeting earlier. Another attendee said, "What are you doing here from Naperville? Get a life." The heart on the shirts, peace signs, the love – so much for tolerance and inclusion. When they were first informed of the Drag Queen Bingo event scheduled for October 10 at the

Downers Grove Public Library, they did due diligence. They investigated community concerns and answered the appeal to advocate against a cross-dressing performance for minors aged 14-18. The following details were confirmed via discovery: 1. the registration form did not require a library card, nor parental permission or adult supervision. It did require the minor's first name, last name, phone, email, and selection of grade 7-12. It is unknown who had access to this registration information and how it may have been shared. 2. Internet searches of the scheduled performer resulted in graphic and mature content being displayed. 3. They received numerous appeals from the Downers Grove community and the blog post from the Awake Downers Grove chapter was viewed over 2,000 times, which outlined the public service announcement and listed concerns relayed by the community. 4. FOIA requests show that the Library Director, Julie, is also the FOIA Officer. A public employee overseeing legally mandated disclosures of their own activities presents a clear conflict of interest. For the record, Awake Illinois never suggested, posted, or engaged in any threats. Any reports of this are false. They advocate for the law, not against it, and as such, they have grown to over 30 state-wide chapters. Awake Illinois leadership and members represent all walks of life, every race, creed, sexuality, and various countries of origin. On this issue of the Drag Queen Bingo event for minors, they listened to all of the community, including the gay community. It is important to share some of the voices that have been overshadowed due to the conversation being hijacked. A gay man who married his partner two years ago said that this is not for kids and it brings shame on the gay community. Two lesbian moms said they found this to be outrageous and this kind of programming is inappropriate. A drag queen by the name of Kitty Demure is broadcast as saying, "I have no idea why you would want drag queens to influence your child. Would you want a stripper or porn star to influence your child? It makes no sense at all. A drag queen performs in a nightclub for adults. There is a lot of filth that goes on. It is extremely irresponsible on the library's part. I understand you may want to look like you are with it, cool, woke, or not a Nazi or homophobe or whatever it may be, but you can raise your children to be a regular child without including them in gay, sexual things." Those are the words straight from the mouth of a male, gay drag queen. One of the more emotional testimonials came from the parent of a child who is gay. She said her child is now more insecure, with all of the hyper-fixation on the community drama over her child's sexuality. Why would a caricature of the gay community be considered a best practice? Leave the kids alone. These voices matter and they heard you. Awake Illinois implores any public entity to not weaponize the word inclusivity to push inappropriate programming. They applaud the respectful advocacy of any concerned citizens who spoke of their concerns while there are a few public employees who hijacked tax-funded resources to promote sexual behaviors to children. There is a vast community of commonsense citizens who stand against the exploitation of children. Awake Illinois is proud to be part of it.

Michael Nielsen is an Afghan War veteran and thanked the Board for their time to listen to his statement. He wanted to open with a couple of questions. \$86,834.00 of taxpayer money – that's just insane. Does he have white privilege or Asian privilege or both? He's white and Asian. What about the Board? Does the Board feel oppressed? Oppressed that they hold the position of power and influence on the Downers Grove Library Board? If the answer is no, then he asks why they are using hard-earned taxpayer dollars for a consultant that stands with racist, Marxist ideology? What will the Board achieve by indoctrinating children with this repulsive ideology? Does the Board believe, as individuals, that segregation should be allowed back into our society? Reverend Martin Luther King Jr. stated in his Lincoln Memorial address in 1963, "I have a dream that all four of my children will one day live in a nation where they will not be judged by the color of their skin but the content of their character." Those are some powerful words. Michael wants the Board to cease and desist from hiring these decisive, Marxist consultants who are teaching children how to hate each other as well as hate our great nation in order to push their political narrative. Children don't see skin color, they see a person and they become friends no matter what background they come from. Very innocent. Racism is taught, not inherited. He is a combat veteran who was deployed to Afghanistan, where he met extraordinary men and women who have served this great nation. They have signed their names on the line, as well as him. It didn't matter about race, creed, color, religion, etc. They just wanted to come back home and see their loved ones and be together and have a cohesive bond together. Hate and racism do not have a home here. It might in the Board members' homes, but not in schools or the community. If the Board wants to be social justice warriors, then he suggests they should step off their chair and allow someone else to take charge. Somebody that is willing to go ahead and put in political standards in the library that is not indoctrinating kids or others as well. He had one final question that he wanted the Board to ask each other and ask themselves every day that they wake up. What is America? Is it a person? Is it a place? Is it a dream? It is a great nation, a diverse nation. People from countries all over the world come to this nation just to seek and pursue the freedom and happiness that we have today. These people want to strive and better themselves, better each other, and their lives and their family. CRT has no home here.

Eileen Briner lives in Downers Grove. She does not hate anyone and she is not superior to anyone. She is in attendance to reiterate her concern for the youth of Downers Grove that the Drag Queen Bingo was directed at. These are 12-17 year olds. Do you remember that age? It's awkward. Bodies are changing, kids just want to remain kids but life marches on and everyone has to become adults. As their bodies are changing, they are asking lots of questions. This is normal but along comes the library presenting the idea of gender change or gender-bending ideas to a highly susceptible age group. The library has always been a

wholesome place for the youth of this community and has been a trusted establishment for kids. But the presentation of a drag queen to this age group goes against all of that. This is grooming of some teenagers. It can put a child on a course of irreversible damage. We must not allow this. Let's look at what a drag queen is. A drag queen is a person, usually male, who wears drag clothing and makeup to imitate and often exaggerate female gender signifiers and gender roles for entertainment purposes. As a woman, Eileen is insulted by a drag queen. Big hair, big makeup, and sexualized performance does not represent women. Do you remember when women wanted to be respected for their intellect? This is opposite of that. This is imposing the idea that gender is about external appearance. We need to teach kids to develop who they are, to become the authentic individual person that they are. This individuality cannot be imposed on them externally. Every person must develop from the inside out, not the outside in. This presentation is a disservice to every child's development. The library must promote healthy children. This program promotes disturbing, unhealthy ideologies. This type of sexualized presentation does not belong in a public library to impressionable youth who are just developing their own identity as a young adult. This is grooming. It does not serve to educate them in any way but rather its sexualized content can be mind-bending. Is this what we want in our library? She says no. The library should not be the impetus to start some youth on a journey to a mutilated body and years of destructive hormones. Let's let our youth grow up without the library introducing sexualized performance for them. If inclusivity is the real goal, then let's truly get inclusive and include programming for pro-life and chastity programs. If the library doesn't do that, then they are just being a hypocrite. She brought the Discovery Report with on a QR code and offered copies to the attendees. She encouraged everyone to read the report – it is egregious. The library spent over \$86,000 on it and will spend more if it is not stopped. This document is about equity. We believe in equality, where the persons are judged by the content of their character and not by the color of their skin. If Julie truly believes in equity, she should give up her job and give it to a marginalized person. Otherwise, she is just a hypocrite. Lead with love.

Rich Brennan is a Downers Grove taxpayer. He thinks we haven't properly recognized the great leadership of our Governor on this subject. JB Pritzker is a leading funder of gender activism for K-12 children. He starts in kindergarten. JB simply wants to end the concept of male and female – that is his political agenda. His political agenda doesn't belong in school and doesn't belong in the library. Rich says his own political agenda does not belong there either. The Board has a responsibility to be fair.

Ed Briner is a Downers Grove resident. Though they applaud the Board for cancelling the children's drag show, they cannot forgive the Board for their failure to exercise good judgement, failure to distinguish between good and evil, and

failure to distinguish between right and wrong by planning a children's drag queen show. The Downers Grove Library and Board should be defending and protecting the community's children from potential sexual predators rather than hosting and exposing them to drag queen adult entertainment and strange men. This is grooming. Then there is the waste of taxpayer dollars for the \$86,000 report and hiring RGW Consulting. All residents should read this report – it's on the Library Board website. Here are a few of the lowlights: The Downers Grove Library staff and Board are racist and too white. According to the report, "Racism has historically pervaded the library system. This is most evident in the reality that the library's most senior leaders are all white." The entire report implies that the Downers Grove community is racist and refers often to its whiteness. He is appalled that \$86,000 was paid for this racist report. It's not worth the paper it's written on. He has been a Downers Grove resident since 1953. Downers Grove is not racist. We don't hate. We are not bigots. This rhetoric should stop. We're parents for the rights and protecting of our own children. Authorizing and paying for this racist Discovery Report further shows that the Board is not capable of wisely carrying out the fiscal responsibilities needed to manage the Downers Grove Library. With these two particular inexcusable decisions, the Board has lost public trust and the support of the community to carry out their duties of running the library. Therefore, he calls for the immediate firing of Ms. Milavec, Library Director, Ms. Lizzie Matkowski, who came up with the drag queen idea, and any others who were responsible for imagining and scheduling the drag queen show and supporting the insidious Discovery Report.

Jim Wool is a resident of Downers Grove. In 2004, the Downers Grove Library had pamphlets listing 20 books showing the homosexual lifestyle. These pamphlets were paid with taxpayer dollars. When he asked the director of the library why the library did not also have pamphlets available listing book titles offering a different point of view (after all, the mission of the library is to educate and different points of view need to be presented), the director explained that the library determined that the community had interest in books advocating homosexual lifestyle and that there was not a demand for books advocating the traditional family. He then asked the director for a printout of how many times the books listed on the pamphlets were checked out over the last three years. When the director completed the research, it told a very different story. More than half of the books on the pamphlet were never checked out over the course of three years. Furthermore, not a single book on the list was checked out more than three times over the course of three years. In other words, the reason given for creating the pamphlet, that there was a demand of interest from the residents of Downers Grove, was completely fabricated. Plain and simple, the director and the Library Board lied. This was a brazen lie to advance their political agenda. When he pointed out the discrepancy in what the Library Trustees stated and what the evidence revealed, the director removed the pamphlets from the library.

Fast forwarding to this year, the director and many on the Library Board have engaged in another game of deception. In December 2021, the Downers Grove Library sent out an email to the community supporting the book *Queer Nation*. This was odd, because the book controversy originated in the high schools of Downers Grove, not the library. Yet the library decided to weigh in on the issue. Why? To advance its progressive political agenda. What the library conveniently omitted from the email that was sent out to the community was the fact of why the parents and students opposed the book. They opposed it because of a sexually lewd illustration in the book. The illustration showed a high school-aged boy performing oral sex on another high school-aged boy. This is why the parents and students were upset and demanded the book's removal from the high school libraries. Would the Board defend a book that showed a high school-aged female performing oral sex on a high school male? He's sure the library would condemn the book. Yet, the library defended the book *Queer Nation*. The email also stated that the challenge was raised not by students, but by parents. This indicated that Julie and the trustees believe that parents should remain silent in matters concerning their children. That parents should simply defer to their so-called progressive elites. Yes, of course this challenge was raised by parents. Jim stated that he and the others are parents and will defend their children. Yes, Julie, they will act as responsible adults. Responsible parents. What is so shocking is that the library abhors the rights of parents to make decisions that affect the lives of their children. To defend their children against the perverse ideology of progressive agenda. In that same email that was sent out on December of 2021, the Board of Library Trustees and Julie stated that the library stands with the LGBTQ community. In the statement to the Downers Grove residents, the Board said the following: "The library fully condemns all discrimination, harassment, and violence against members of the LGBTQ community." In the wake of the Dobbs Decision by the United States Supreme Court, churches and pro-life women's centers were vandalized and firebombed. Actual acts of violence were committed by left-wing groups against churches and pro-life women's centers. The pro-life community was harassed, discriminated against, and went and witnessed terrible acts of violence. Yet, the Downers Grove Library issued no statements of support for the pro-life community and the library did not issue emails condemning the violence committed by the left-wing groups. Where was the library's sense of outrage over the discrimination and violence that was perpetrated against the pro-life community? The library's silence exposed its progressive narrow-mindedness, bias, and bigotry. The library has also stated that the LGBTQ community does not feel welcomed. Well, there is no litmus test for residents to use the library. Anyone can enter the library. Anyone can sit and read in the library. Anyone can use the study rooms in the library. Anyone can receive a library card. Anyone can check out a book. And anyone can attend a library event. So the library's claim of discrimination is a canard. All are welcome. Many people want to use the library and not be verbally

and visually assaulted with the library's progressive agenda. Residents are certainly not welcome, so upon further review, the library does discriminate. Pride is considered the worst of the seven deadly sins. The library's pride has been on full display. Julie and the trustees, the library is not your personal institution to indoctrinate the community with your political agenda. You believe that if the community did not conform to your condescending, elitist progressive agenda, then this community, in your warped opinion, deserves to be punished and deserves to be mocked. But this is what self-appointed social justice bullies engage in. They do not build hope, they do not build community. They reveal division and chaos. The library is not a city upon a hill; instead they are vultures, perched upon their throne of intolerance. They prowl about, ready to devour anyone who dares dissent from their radical progressive agenda. An iron curtain of intolerance is descended upon this library.

It was moved by Dougherty and seconded by Khuntia THAT the Board of Library Trustees take a five-minute recess.

Trustee Nienburg addressed the audience, saying they need to try and stick to the guidelines. He has been to many Village Council meetings and there is a plus and minus with the time limit. But it has to be kept reasonable. It would be inappropriate for the Board to cut anyone off at five minutes with a hard cutoff, but he asked that when a speaker hits the five minute mark, they try to finish their thought and then move on to the next speaker. He thinks that will make sure everyone gets a chance to speak and it will keep order in the room.

Motion passed by voice vote. The Board took a five-minute recess at 8:25 p.m.

David Deal has been a resident of Downers Grove since 1997 and he cares about the welfare of the community. He cares about the children of the community because they are the future of the community. Much of the criticism of Drag Queen Bingo at the public library has characterized drag queens as groomers, pedophiles, and sexual abusers. He decided to do a little bit of research into grooming, sexual predators, and sexual abusers to find out what the facts say. According to RAINN, the Rape, Abuse, and Incest National Network, 93% of people who sexually abuse children are well-known to that child. Of that 93%, who do you think comprises the largest group? It's family members. Who else might be in a position most likely to groom or sexually abuse a child? People in authority, like teachers, clergy members, and coaches. If people are concerned about the safety of their children and they are concerned about having their children groomed and they are looking drag queens, they are looking in the wrong place. They will not be found on that list. He challenges everyone to research drag queens and pedophilia and see what they uncover. Are they finding anecdotes and accusations or are they finding real facts,

statistics, and trends? He guarantees they will not find out that this is a real trend or a real problem. If one looks up priests, coaches, Little League coaches, or Boy Scouts of America and sexual abuse of children, they will find some very disturbing trends. They are not going to find drag queens anywhere near those stories. He urges everyone to do their homework. If they care about the future of their children, do not listen to hate groups, like Awake Illinois, that spread hatred and encourage violence. To the Downers Grove Public Library, he says I support you and I love you. The library is leading this community and he is proud of Drag Queen Bingo and everything they do as a library. They are a service to this community. Awake Illinois is a threat to this community.

Laura Hois has been a resident of Downers Grove since 1985. She is fighting for parents' rights to raise their children as they see fit and for children's right to be children. The last thing she wants in the community is children being exposed to sexually charged content at the library. Lewd adult content does not belong at the public library or at a library event for any age group. Despite the mainstream media reports about alleged threats of violence that caused the drag queen cancellation, she has confirmed through FOIA requests and information obtained that there was actually no violence at all. There were no credible threats. This is simply not true. Cancelling Drag Queen Bingo was the right thing to do. She does not want raucous, raunchy events for her children. Concerned parents and residents in the community are telling the library loud and clear to stop. Stop scheduling drag events and inviting minors to register with no parental notification. Stop discarding the classics and ushering in tawdry, sexual books like **Gender Queer**. Stop displaying LGBTQ flyers in an attempt to force people to validate sinful lifestyles as normal. Stop accosting the community with LGBTQ posts at the library entrance during Pride month. No thank you. How would it be if there was pro-god, pro-life posts at the entrance of the library with godly materials on display? Stop displaying combative art like the distasteful twist on Norman Rockwell's famous art, American Works, that is currently in the library. It is absolutely insulting to Americans. Stop inappropriate allocation of tax dollars to diversity, equity, and inclusion. Downers Grove is not systemically racist. This is not a racist community. She has lived here for a long time and can attest to that and so can many others. Stop promoting the Library Director's and Democrat Board members' personal political agendas. Actually, what the library is doing in prioritizing pride and LGBTQ and trans is not permitted under the law. The Illinois Local Library Act Section 1.3 requires the Board to use the library for the benefit of the greatest number of residents and taxpayers. The library is duty bound to serve the entire community, not just part of it. The library staff members would have the community believe that they are promoting civil discourse and inclusiveness. The community disagrees. The library is outwardly and actively canceling and excluding Christians and conservatives in favor of anti-racism and Marxist theory. The library's bylaws require trustees to avoid situations in which

their personal interests might be served and to disqualify themselves immediately whenever the appearance of a conflict of interest exists. There is a conflict of interest. There is political activism every day in this library for the last several years. She sees it. She used to love to go to the library. She steps inside now and does not feel welcome anymore, because of this political activism and the prioritization of the Board's agenda. Political activism simply does not belong in the library. Library trustees hold positions of public trust. They are expected, per the bylaws, to conduct themselves according to the highest ethical standards and to maintain absolute truth, integrity, and honor. This is not what the Board is doing. The Library Director and Democrat Board members have violated Illinois Library Law, the library's own bylaws, and their duty of public trust. A great number of the residents in Downers Grove object and have objected to the DGPL's corrupt vision. Where to go from here? What should the Board do? Start to comply with the library act. Start to comply with the library bylaws by serving all constituents. Do not steal any more tax dollars to serve their own political agendas. Hands off their kids. Do not sexually influence children without their consent. Let's get rid of RGW Consulting and come together to turn this around.

Donald Glass is a resident of Downers Grove. He did not come with any prepared remarks or research or anything else, but he wanted to ask the question, is there something inherently wrong with someone being in drag or dressing up in drag or performing in drag? It is a thing that people do and it is something that is common in public entertainment. His reference to that would be any number of high-grossing Hollywood films from *Some Like it Hot*, to *Mrs. Doubtfire*, to *Tootsie*, to anything *Madea*, to anything *Eddie Murphy*. They're all dressed up as women and performing as women and there is nothing inherently sexual about it. It is performance as a woman. Some may say, well what about drag queens? What's the difference between a drag queen and somebody dressing up in a movie? Is their costume a little more flamboyant? Maybe so. But does that make it sexual? No, it does not. It's just a costume. In the context of *Drag Queen Bingo*, where is the sexuality? Where is the indoctrination? Indoctrination is defined as the process of teaching a person or group to accept a beliefs uncritically. In the middle of playing bingo, where is the indoctrination? People complain that drag performs are sexualizing their children. Sexualizing is basically attributing sex to something. Who are the people that are attributing sex to anything here? It's certainly not the drag performer. The drag performer is just appearing in costume and performing. They're not doing anything inherently sexual. People who think that they need to defend children should define children – the event was for anyone from seventh grade up through high school. High school kids are young adults, they are not children. They can decide what they want to attend if they want to, within reason. He trusts his children to do what is right for them because he has raised them. He is not worried about what anyone else is doing with their children. He only worries about his children. Why people

feel the need to impose a worry about sexuality or indoctrination on something that has nothing to do with that – he doesn't understand why that is. That's about all he can say at this time.

Tina Chan has a question. Is this the Downers Grove Library Board that wanted to put up a Drag Queen Bingo event? Is this the Downers Grove Library Board that wants to sexualize children with drag queens? Is this the Board that has a new value system as set out in the Downers Grove Equity Strategic Plan and the Discovery Report that have nice names but are completely opposite to what they mean? After reading the Discovery Report, which many have suggested, written by a woman named Reesheda Graham Washington and the subsequent Equity Strategic Plan, the goals are very clear. Critical Race Theory needs to be taught everywhere and everyone is racist. Doesn't matter what people have done or what people have said, it says in there everybody is racist, the system is racist, and especially white people. The write-up in this Discovery Report provides zero evidence, zero quotes, and zero actual interactions between people showing racism. The entire premise of this report is again, everybody is racist, whether they know it or not. Based on Tina's findings after reading the reports, the Board of Library Trustees and those who agree with the report and Reesheda Graham Washington are racist and promote racism, because the idea of inclusion and diversity mean that if you are white, you are racist, no matter what. If someone does not adhere to these new values of what it means to be inclusive, then the person needs to be re-educated to the library's dogma. We know what this is – this is called the liberal world order. The new world order. It's fascist, authoritarian, communist, it's the administrative state, and it's the real slave system. Critical Race Theory is the library's dogma and it's oppressive. They use word manipulation and jargon to achieve mind-controlled programming so children and adults will be subservient to the state. Just admit it. If the Board is anti-freedom, anti-family, and anti-god, just say it. The words equity, inclusion, and diversity have to be redefined by the library, by the woman writing the report. The RGW Consulting Group spent \$86,000 for thirty hours of interviews and assuming it's a 40-hour work week, this woman earned \$2,150 per hour. This is outrageous. What's minimum wage, \$15 per hour? To give context, when a highly experienced lawyer from a very big law firm is hired, it's like \$750 per hour and that person better be good. This is a pure example of cronies, or people within an inner circle who are contractors pocketing taxpayer money. Not to mention the wasted library staff time, whose salaries are taxpayer funded. So really, the cost is more than \$86,000. Every one of the Board members needs to be held accountable for this. The community will not forget and the Board needs to repent and come to Jesus Christ.

An attendee came to the podium to say that she really supported Drag Show Bingo. It meant a lot to her when she saw that it was being held at the library

because when she was a kid, they didn't have things like that. It just didn't exist. It wasn't until she was much older that her parents took her to a show that was an all-male show where they went and changed into women's clothing. She really enjoyed it and it was a great experience of seeing the performance and she just wanted to come up to the podium and say that.

An attendee came up to the podium to speak, but was not planning on speaking so she didn't have anything written down. She thanked the library for putting on an inclusive event like the Drag Queen Bingo. She thought it was great and was disappointed her kids are a little too old for it now. She has raised four kids in Downers Grove; all of them were heavily involved with things going on at the library. Two of them would have said pass, not interested, but the other two probably would have enjoyed it and one in particular would have really benefited. She thinks events like that are super important to having an open and diverse community, so she wanted to thank the library for that. She also wanted to talk a little about parental rights, because that's been discussed quite a bit and she as a parent also has parental rights and hers were kind of infringed upon. If she views an event like this to be valuable for her kid for any number of reasons that are completely personal and totally up to her and her family, that option was taken away. It was taken away in her community where she wants her child to feel welcomed and if her child were sitting in the audience today, they might not feel very welcome and that's really sad. This was a great event. She hopes the library is not scared off from doing more things like this. There are kids who need to be part of events like this that welcome diversity. The Flip Wilson show in the 60s is an example that drag is not that radical. She doesn't know why people turned it into something so radical. She also wanted to talk a little about transgenderism, because she thinks that's misunderstood and people are drawing an inference where it doesn't need to be drawn. Transgenderism, the community of teenagers who identify as transgender has pretty much the highest suicide rate in the country. There is only one known treatment for avoiding the depression, the suicide, and the mental health issues that come with being transgender in society. It is society that creates that issue, not the person. That issue is allowing someone to be comfortable living their life authentically, living their life out in the open and to be loved and accepted for who they truly are. If you don't believe those statistics, they're out there, go look for them. Things like this help that community and it's so important.

An attendee started by speaking to the gentleman who said there's no basis that drag queens are child molesters or that they're in libraries. The Houston Public Library apologized for featuring a convicted child molester last fall during its drag queen storytime series. A media spokesman for the library confirmed one of the program's drag queens, Tatiana Mala Nina, is Alberto Garza, a 32-year-old child sex offender who in 2008 was convicted of assaulting an eight-year-old boy. The

Downers Grove Public Library attempted to produce Drag Queen Bingo and he thinks it was a blessing. It exposed the library and the system of public libraries to the broader public for what it has become. No longer a neutral provider of information, now infested with social justice warriors, propagators of the most radical ideas leaching from academia. Child sexualization and grooming is available at your public library for grades 7-12, parental consent is not required. The only adults permitted are a 300-pound man dressed as a grotesque caricature of a woman. No idea is too depraved for the Downers Grove Public Library to push at taxpayers' expense. \$86,000. He will not have his free speech restricted because someone else has mentioned it. This boilerplate consultant's report is a document that proposes to address racism by treating people differently by skin color. Tired tropes, recycled CRT crib from Ibram Kendi – pretty weak tea. The long march through America's institutions has come to the library system. The library is corrupt, not in a legal sense, but in its decay. Look at the recommended titles. Woke pap abounds, all showcased in librarians' choice displays that checks diversity boxes but pales in quality to the great books of the past. Raise your fist and take a knee, Julie. You peddle a divisive view of a stained and broken America. A land acknowledgement? Pure, unadulterated virtue signaling. A woke ritual devoid of impact meant to divide people and sow guilt. BLM, LGBTQ, defund the police, racial animus, and let's not forget the DEI fetishes are the library's new true agenda. A legion of publicly-funded and benefit-pensioned library employees push the gender industrial complex on children. An institution whose core mission should be to serve children instead participates in the ritual debasing of childhood. What was once a beloved institution now sullied. Thank you. But social justice warriors always double down, so community objection is just more proof that there's still critical work to be done. Label of a bigot or hater is a fix to those who don't support the LGBTQ agenda at our library. It's an attempt to chill debate. Words are not hate, so go ahead and hurl the vitriol. The kids are worth it and we'll stand for them. Drag Queen Bingo, involuntarily canceled, is an example of what our library seeks to deliver. If we don't do it, the children will feel excluded and take their own lives – the justification for the drag queen performance for kids. Ironically, identical logic is used to rationalize mutilating surgeries including physical castration of children – that's now a gender as of September 15 – castration eunuch of a boy at age 17 is now a gender. That's recommended for someone who's going to kill themselves at 21. It feels like we are trapped in a bad art house horror movie. The tragic LGBTQ suicide stats will be offered, and the Trevor Project will be attached. Unfortunately, the Trevor Project is based on junk science. But who cares, it supports the library's narrative. Suicide has many causes. Roots and causes are complex and cannot be coded to a lack of inclusion any more than abuse of social media. For all the keyboard warriors out there click clacking away, social justice will not be attained by doubling down on their bad ideas. We all want the best for children, regardless of their sexual orientation. He's sure one

of the numerous woke pastors will offer their basement to further the journey of inclusion. Just do not expect the entire community to support it in the library. Julie, he is going to ask you to take off your social justice warrior cape and resign. You've done enough damage to the community and its reputation. She's succeeded in dividing the community and agitating both sides. Her staff feels unsafe. She has a contingent of armed police at the meeting for some reason. It's time to move on, time to get back to playing field and if this case for incompetence is not compelling, then the recommendation from the equity audit should be actioned and open up the top job to underrepresented communities. Julie, it's time to walk the woke.

Gloria Walsh-Rock has been a Downers Grove taxpayer for more than 20 years. She and her family fully support the library, its Board, its Director, and its staff in its mission to be intentionally inclusive and welcoming to all members of the community. She is particularly proud that the library has created ways to let community teens know that they are seen and welcomed, no matter who they are. She understands that the Drag Queen Bingo night had to be canceled and it is certainly of most importance to ensure the safety of staff and participants, but it's a sad statement about the community and our nation that this kind of programming, for our authentic selves, is being threatened in a public space where people can choose to participate or not. She hopes the library will continue to offer services and programs to meet the needs of everyone in the Downers Grove community and not just a small, vocal portion of the community. She believes that the Downers Grove community supports the library.

Christine Martin is a resident of Downers Grove. It's honestly been years since she's gone to the Downers Grove Library. The reason for that is that she no longer has faith that the library is a respectable, upstanding institution. Years ago, her daughter came home with a book from the library – full pages, no pictures. She said, "Mom, what are the fairies doing in the fairy pond, I don't understand." Christine took the book, read the page in question, and she clearly, as an adult, understood what the fairies were doing in the fairy pond. The fairies were having sex. To be real clear, the fairies were having an orgy. Her daughter fortunately didn't understand this, because she was an innocent child, which is how she should have remained at that time. If anybody would have explained it to her, however, it would have most likely confused her deeply and if anything, scared her a bit because she was not of age or mental ability to take that in, because she was a child. She took the book back to the library and brought it to the attention of the children's librarian. She was not concerned with the sexual content of the book and implied that Christine was the one in the wrong. Whether it be drag queen story hour or drag queen bingo hour, the library has been putting questionable stuff in front of kids for years. As for drag queen stuff, she's not fazed by it. Honestly, she had been anticipating it much sooner than the

library brought it. She is surprised it took the library this long to shove it at the kids. She has stepped away from the library. Drag queen story hour is nothing more than just another avenue to get at kids. It's all part of an agenda that is all over this country. Schools are one of the main culprits, but it's also saturated into our culture. It's grown into something completely different and completely unrecognizable to any rational, logical, thinking adult who cares about the health and well-being of children. For example, the State of Illinois is adopting through the National Sex Education Standard (NSES) radical sex education for kids K-12. Kids K through second grade are to learn how to define gender, gender binary, and gender role stereotypes. Grades three through five learn to distinguish between sexes assigned at birth and choose to be boy or girl. They learn how to define differences between cisgender, transgender, gender non-binary, gender expansive, and gender identity. Grade six and above learn a range of sexual positions and techniques. They learn different ways to masturbate. They learn oral sex, anal sex, vaginal sex, and this is for sixth graders. Naturally, you wonder where reading, writing, and arithmetic went. Another example of irresponsible adults is furies. Furies are kids and some adults who believe that they are cats. She clarified that in no way is she making fun of this. She's a mature adult and cares about the mental well-being and health of kids. When she asked her 11-year-old niece if she knew what a furry was, she was very quick to say yes, there are kids in her class who only meow if the teacher asks them a question. They have different meows for the different feelings they have. There's also a school in northern Illinois that places litter boxes in bathrooms for children who believe they are a cat. A responsible adult would get that children need help when they grow to be healthy in mind and spirit. Many adults in the room think it's healthy for a child to believe that they're something they're not. That is a dangerous space for a child and the Board and its mindset is going along with this. Hospitals are also now in the game. Lurie's Children's Hospital has created partnerships with local school districts to promote radical gender theory and provide kink, BDSM, and trans-friendly sex toys for children. Look it up, it's all right there. They are openly saying it. They are performing mastectomies, hysterectomies, removing male genitalia on children, doing facial surgeries to create looks of the opposite sex. These are just a few examples. So many in attendance tonight will call her a hater. She's used to it and would expect nothing less. Those who preach kindness, tolerance, and inclusivity. She's confident she's not a hater but she's grown angry to perceive to be irresponsible adults confusing children and not letting them grow naturally into what they could be. She calls herself a protector of children, which is the opposite of a groomer. A villain doesn't recognize themselves as a villain. They think they're the good guys. They're actually causing great disturbance though. She begs the Board and Julie to reflect on their current mindsets and actions because they've grown dangerous. They are unaware of the ramifications that will come to fruition as

they are affecting certain children. She cares about the children and she implores them to do the same thing.

Kelly Cerinecki is a resident of Downers Grove. She thanked the Board for being present that evening and commented that she recognizes it is a complete waste of their time. She has been teaching middle school children for 20 years and also has a transgender son. She has not indoctrinated a single child in her 20 years of teaching. She has not taught anyone to be gay or queer or trans or even a democrat. She simply teaches children to be kind and loving and forgiving of the world around them. She does not think that anyone is present at the meeting to find any sort of agreement on this issue. One side of the aisle is not going to step across and agree with the other side of the aisle, and vice versa. It's just simply not going to happen. Agreement is not going to happen this evening but she hopes some people can have respect. Respect should be the goal. She is quite positive she does not agree with many of the values that many of the attendees are instilling in their children. In fact, she finds many of their beliefs unfathomable. Even though she disagrees with how she believes some people are grooming their children to be fearful, intolerant, spiteful adults, she is not making threats against them, spewing hateful remarks to them, or scaring their children because of what they choose to teach their children. She has to step back from her own beliefs and understand that their beliefs are grounded in the way that they have been taught and their own life experiences. She has no right to take away others' beliefs simply because she disagrees with them. Maybe she believes that football grooms teenage boys to be aggressive, abusive men, and she would never ever let her son play such a sport because she's appalled by what it teaches. It's still others' right to send their children to play football if they don't find any problems with it. We don't have to agree philosophically to ultimately agree to respect each other's decisions regarding the choices made for each other's children. She is asking those who are opposed to these types of events being held at the library to please just let everyone choose what they think is best for their children and those opposed can choose what they think is best for their children. It does not affect their children in any way if parents choose not to send them. If Kelly's child is trans and searching for a community of other teenagers who can help him feel connected, welcome, and safe in this world, then allow her to give that to him. She will agree to respect those opposed and their perspectives even though she strongly disagrees with most of what's being said at the meeting, if they agree to respect her perspective and stop telling her what to expose her child to. In the spirit of this community moving forward with a goal to provide avenues for all children, she is hopeful that they will place members of this Board who will help all children in this town live a good life, a safe life, and she hopes that the library can continue to serve this community in the respectful way that they have so far.

Natalie Murphy is part of the age group for the Drag Queen Bingo event. In fact, she was proudly signed up. As she sits today and listens to the remarks made in a room of primarily adults, she cannot help but feel a deep anger and sadness on behalf of her friends, both straight and identifying as LGBTQ+IA. She says this as a privileged white, straight girl who has been fortunate enough to have parents who have provided her with the opportunity to develop her own persona without the influence of theirs. Both communities – anyone for that matter – will not benefit from lack of easily obtainable and safe information about the LGBTQ+IA community, because it is real. It's important to have empathy and to have respect for others, regardless of stance, regardless of religion, race, or sexual orientation. It's important to learn and be educated. This is a fundamental right. She challenges those in attendance to continue to show up in their community and voice their opinions, but do so in consideration for those around them and those they are talking about. This is a basic consideration that has been taught since everyone started their education. This is a basic concept of respect. We cannot politicize kindness and respect. This will create a divide and history has shown us repeatedly that this is true. Unity and division – these words are not synonyms. At her school, Downers Grove South, they have a saying: Be respectful, be responsible, and engaged. She wanted to remind everyone of that, regardless of age or stance. We must always be respectful of those around us, engaged in the community, and responsible and take action. With this, she thanked the DGPL library for their consideration of safety and for their persistence in providing a space for everyone to be represented. She specifically acknowledged the hard work and patience of Ms. Milavec.

Kevin Deaney is a Downers Grove Friends of the Library Board Member, is not married, has no kids, is not an uncle, and is not a godparent, unfortunately. He has friends who have kids and is as close to them as if they were his blood. Some of them are gay and they live out of state. They said if they had a program like this in their library they'd be thrilled, because there's nothing like that for them. Kevin applauds the library for doing that. He's been to two drag shows. There's a place downtown called the Baton Club, near his office. A bunch of him and his coworkers went there twice over about a five-year period. All of them are straight and all of them had a fabulous time. They are fabulous entertainers and they had a blast. He bets the person who was supposed to perform at Drag Queen Bingo puts on a really good show and he's jealous he wouldn't be able to see it. They are fabulous entertainers. He turned 60 this year, so he grew up in the 70s. All his friends loved Kiss, they all loved David Bowie and his Ziggy Stardust persona. They all grew up to be straight, conservative, wonderful family people. He thinks a lot of kids at that age do respond to the outrageousness of those performers and a drag queen would be the same way. Two of the drag shows he's been to were about as sexually explicit as The Sound of Music.

There was nothing explicit and he thinks this performer would be smart enough to realize that.

Ezra Blau is 13 and was signed up for the Drag Queen Bingo. They have completely forgot what they were going to see but is sure they will get back on track in a second. They are sad to have not had the opportunity to go to the Drag Queen Bingo. They thought it was going to be really fun and all of their friends who had enrolled were also really excited. Their friends who weren't enrolled were also really excited about the event. They were all really sad when they realized it was canceled. A drag queen is just someone in a costume and they don't see any problem with someone in a costume playing a game and singing a song for kids. Is there anything wrong with them wearing a crown tonight talking to everyone in attendance? They are pretty sure all would agree that there is nothing wrong with that, so why would there be anything wrong with a drag queen singing a song and playing a game? That's all they can think of to say right now.

Andi Voinovich, they/them, is a proud resident of Downers Grove and a clergy member in the community. They just wanted to take a moment and thank the Board for attempting to offer this programming. As someone who works very closely with the LGBTQ community as a member and with youth, this is right on track for people's experiences. People are coming out younger and younger. The average age is 13 years and three months – right around the age of those who were invited to attend this event. It is an incredible thing to have the opportunity to witness people who are like you, who are adults. In the LGBTQ+ drop-in center that they run, a youth recently shared that they had never known an out LGBTQ+ adult until they came into that space and what was being offered in Drag Queen Bingo was an opportunity for youth to see that they had a future, so thank you to the Board for that. Thank you to the Board as well for considering the safety of youth in the decision making process. They are devastated the library had to cancel but is grateful and not surprised that the library showed the wisdom to try and host that event and then when it was no longer safe to let it go. They also wanted to take a moment to thank Julie Milavec for her leadership at this time and they are so sorry for the strong vitriol and hate that she has experienced in this time. Many people are absolutely grateful for Julie's leadership as well as the Board's, who are volunteers offering their time. Andi thanked the Board for their love for the library and for the work that they do and for creating space for all people. They are so grateful for the Board and so sorry for the community that this is where we are at and they hope this is an eye-opening experience for everyone and that we recognize a bit of who we are as a community, what the community struggles with, and what's ahead. Andi thanked the Board and Julie again and they wished them peace and rest after the meeting.

Matt has been a Downers Grove resident for about six years. He is straight, married with no kids, and he had no plans to attend the event in question, but that doesn't mean it doesn't break his heart that the 40 teens who were excited to sign up, including the one who just spoke, didn't get to attend. More than that, just having their identity so callously rejected by their community or elements of their community is truly heartbreaking. He thinks the community can do better. He wanted to affirm and support where the library was coming from. He thinks the misrepresentation of the intent of the event that's been said tonight is really unfortunate and he applauds the work the library has been attempting to do and hopefully continues to attempt to do.

Amber Leckey recently graduated from high school. As a member of the community and a younger person in the community, they support what the library was doing with this event. They think it was very helpful, especially for people who might be questioning and unsure if they should come out or if they should hide themselves from their families and their friends. Personally, they have a cousin who is transgender and didn't come out for years, because he was terrified that his family would reject him. They think that this could definitely help this community become a more inclusive place, so thank you to the library for trying to implement this event.

Vera Miller and her husband have lived in Downers Grove and been library patrons since 2013. She is attending the meeting to support everyone in the library. She stated how supportive she and her husband are of the Drag Queen Bingo program that was scheduled for this fall and they very much want to see more programs like this held in town to make sure that all residents, no matter their gender orientation, feel welcome and accepted. The library offers an amazing variety of programs, many of which she and her family have participated in and many they haven't. They are so glad their local library includes diverse offerings to ensure that everyone in the community feels welcome. A police presence should not be needed in order for attendees of a library game of bingo to be safe from harassment or threats. They are deeply concerned about the misinformed and bigoted statements that have been made to both the Library Board and the Village Council about this program. Dressing or performing in drag is not necessarily sexual in any way, no more than any typically female hairstyles, clothing, makeup, and jewelry are automatically sexual or inappropriate. Drag has no association whatsoever with pornography, pedophilia, or grooming. "Grooming minors" is an art and entertainment performance that often also celebrates LGBTQ identities. Like any senior dance performance, it can be customized to be appropriate for audiences of different ages, which the library staff had already stated it would be. Ironically, the hostile response to this event from members of the community fearing that teens will somehow be

harmed by it risks causing actual harm to those same teens. It sends a message that people with a different gender expression or sexual orientation are not welcome in the town or are somehow wrong. This can cause LGBTQ young people to feel excluded, ashamed of who they are, or that they need to pretend to be “normal,” which can lead to serious problems for them, including anxiety and depression, drug and alcohol use, and suicidal ideation. A 2022 survey from the Trevor Project, an organization that provides crisis support for LGBTQ youth, found that nearly half of LGBTQ young people had seriously considered attempting suicide in the past year and that these rates have trended upward over the past three years. Unfortunately, current trends in legislation and political rhetoric across the country are putting these youth more at risk. An event like Drag Queen Bingo, where young people of all identities can find community, have fun, and feel welcome, is extremely important and positive for youth, especially now. The equity, diversity, and inclusion efforts of the Downers Grove Public Library are crucial for the well-being of Downers Grove teens and it is crucial for all of the Downers Grove leadership to make clear through their words and actions that it is a welcoming community that shows love, not hate. Vera asked the Board to please not let the hateful comments of a few deter them from similar programming in the future. It is very much needed and appreciated as Downers Grove all learns to be a more inclusive community. The bottom line is Downers Grove is and must be a community where we celebrate each other's differences, not one where everyone is forced to be the same.

Robin Tryloff has lived in Downers Grove for more than 30 years and has served on the Downers Grove Public Library Foundation Board of Directors since 2017. As a resident, taxpayer, and devoted library patron, she is at the meeting to voice her unqualified support for the library, its Board of Trustees, and its extraordinary professional staff. She has two points that she wants to make. The first is why she deplores the recent intolerance, hate speech, and violent threats against the library and staff. The second is why the library is important and should be supported by all. First, the recent intolerance, hate speech, and threats of violence. It is the library's role to identify emerging trends relevant to the community. Article One of the Library Bill of Rights states that “Books and other library resources are for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation. A diverse collection should contain content by and about a wide variety of people and cultures to authentically reflect a variety of ideas, information, stories, and experiences.” The Downers Grove Library does this by addressing equity, which extends beyond equality to deliberate and intentional efforts, to create service delivery models that will make sure that community members will have the resources they need. Sometimes these needs are different, not only because of race and ethnicity, but also owing to sexual orientation, gender identification,

socioeconomic status, and physical ability. By law, public libraries cannot discriminate in the provision of access to books, media, or programming. As a trusted neutral safe space, the library is an ideal institution to lead dialogue and deliberation efforts for difficult topics in the community and should be respected as such. The library has the First Amendment right to speak in its own voice as a government agency in important matters. The library can exercise its prerogative to convey strong messaging that counters messages of bias, hatred, and discrimination. Such messaging can be proactive, affirmative, and ongoing, as well as a reaction to an incident of hateful conduct or speech. The library can, and does, mount prominent signage throughout the library announcing its support for equality, diversity, and inclusion and its belief in the human dignity of all persons, specifically those in marginalized communities. Library-sponsored programming and services can and should echo this message. Robin applauds the library, Board of Trustees, and the library's outstanding professional staff, for standing strong for professional ideals, for the breadth of needs required by the community, and for intellectual freedom. Her second point is why the library is important. Intellectual freedom is guaranteed by the First Amendment and it is one of the core values of the library profession. It promotes access to information, provides the defense against censorship, and is a type of public forum. The Freedom to Read Statement states, "The freedom to read is essential to our democracy." In a democratic society, individuals must be sufficiently knowledgeable to make informed decisions. Libraries provide their users with necessary information through a wide variety of tools from varying viewpoints and it is essential that library resources remain free to use for all. The Downers Grove Library provides an impartial environment in which individuals and their interests are brought together with the universe of ideas and information spanning the spectrum of knowledge and opinions. The library should be a welcoming and inclusive space for all library users, all workers, and all community members. It should be free of discrimination and threat to individual safety. The library services are always adapting to community changes, as are the library's roles and responsibilities. For instance, studies show that libraries become busier in times of economic downturn, as they serve many at-risk individuals and families – people who take advantage of free services such as computer and internet access, free activities, employment advising, tax preparation, free books, and other media. Robin closed by repeating her unqualified support for the library, its Board of Trustees, and its extraordinary professional staff.

Jill Bartelmey has been a resident of Downers Grove since 2009. She is a mother of two beautiful daughters and she is at the meeting to show her support for the library, Julie Milavec, and the trustees. She supports the library's continued efforts to provide inclusive programs for all members of the community. She personally knows and loves far too many members of the

LGBT+ community who have lived their entire lives as cisgender, heterosexual individuals simply because that was all they knew. They felt there was something wrong with them. This is why inclusion, representation, acceptance, and programs like this is so very important. One of her dear friends has a child who Jill used to babysit for – she grew up in a very supportive household but knew nothing other than what she was taught day to day. She was brilliant, went to school, joined the Navy, became a doctor, and married a man and was unhappy because she was really a lesbian. Thank God now she gets to live her life as her true self. This shouldn't have to happen. No one should feel ashamed of who they are. This is why we need more programs like this and this is why she is so thankful for the library. Optional programs and books that the library provides are a crucial part of this inclusivity. Not all programs, events, book are for everyone. We all have the right to disagree or dislike them. However, our own personal opinions should not be allowed to dictate what is right or wrong for the whole community. Like the other speaker so eloquently said, she doesn't agree with a lot of people and the way they raise their children. She's not telling them how to raise their children. She doesn't want to tell them how to raise their children. It is none of her business. Stop telling her how to raise her children. Don't tell her that she is a groomer or a pedophile because she is smart enough and intelligent enough to actually know what a drag queen does. Jill thanked the Board again and strongly encouraged everyone to educate themselves and she thinks that the misinformation and the political agendas that are being pushed around events like drag events and books and other things, which led to the bingo being canceled due to threats, are just simply unacceptable. People need to worry about their own kids and parent their own kids. That's what parenting is.

Norm Sidler is a 40-year resident of Downers Grove. His father is in attendance as well. He was born and raised in Downers Grove. As he stood in line and listened to everyone speak, he heard a lot of "we", "us", "them." The taxpayers of Downers Grove hold the Board accountable for how they spend the money and if there is so much angst about an activity called Drag Bingo, be the adult. Step away and say, maybe this is not the appropriate location. Julie opened the night with statistics. Are those statistics the people that vote and pay or is it just an opinion poll? Julie is in charge of a budget. She's a librarian for the kids and for the future. Taxpayers give that to her in charge and hold her accountable that the library is a place for their kids. If something is this contentious, she has to go to bed at night and ask is it appropriate. What the taxpayers are asking for, what Norm is asking for, is accountability and truthfulness. When he hears that there were threats – he's a 20-year member on the Police Pension Board. The FOIA request did not come out supporting threats. Maybe he didn't get it all. But we have to be truthful to everyone and we can't make a narrative that's not truthful. Taxpayers will demand accountability. The Library Board has grown the budget to over six million dollars. The Village of Downers Grove has an annual revenue

of 62 million dollars. The library has grown almost 10 percent and north of the Village's budget. Tonight, he sat and listened to no support or questioning going over budget by \$400,000. Westmont runs a library at half the cost. He's not saying that's the sufficient number, he's just saying the taxpayers need accountability and they need to make sure where the people's money is being spent. The people who put Julie where she's at. She works for the taxpayers.

Josh Busby, he/them, is a resident of Downers Grove and a clergy person in the neighborhood. He wanted to speak in favor of the Board. He sent an email several weeks ago. He fully supports events that promote inclusion and acceptance in the community. The Trevor Report was referenced a few speakers ago. That Trevor Report also says that 1.8 million LGBTQ youth have strongly considered suicide in the last year because they're not represented. It also says that for every 45 seconds, an LGBTQ youth in the United States attempts suicide. That means in the time that the group has debated this event, 200 youth in the country have attempted suicide because of the things being debated. If one wants to put a face to that statistic, he is one of those survivors who attempted suicide at 13 years old because he was told that representation wasn't a good thing. He was told that being out was bad. He works with LGBTQ youth in the Downers Grove neighborhood. If attendees don't know LGBTQ youth in the neighborhood, it's probably because they don't trust you enough to tell you that's who they are. He hears their stories. He could name dozens of children in this neighborhood who are too afraid to tell their parents or their friends who they are. Because we have debates like this and tell them that it's not okay. If he would have had a drag queen bingo at 13 years old, he wouldn't be a survivor, he would just be someone who had gotten to live his teenage years. That's the issue with these events. If people don't want their children going to these events that's fine, but there are children in this community that it could be a matter of life and death if they get to see people who look like them. If they get to see people who feel the way they feel about themselves and tell them it's okay to live authentically as who they are. Whether Drag Queen Bingo is allowed or not, there are still going to be gay and lesbian and transgender and all other forms of folks in the community. The question is, are they going to be accepted for who they are or told that they have to hide away from the public light. He fully supports inclusive events with the library and anywhere else in the community because he thinks it's worth telling children that whoever they are, they are important and they're loved by this community.

Hilary Denk is a lifelong resident of Downers Grove and has been a lover of the Downers Grove Public Library for 58 years. She supports what the library is doing. She supports diversity, equity, and inclusion. She is so pleased that Julie is the Director and she will do everything she can to make sure Julie stays with the community. She has meant so much to the community. The community was

in this place five years ago when a trustee was speaking out against diversity, equity, and inclusion training at the public library. He made some terrible statements and he lost his job as the trustee, as he should have. This community supported that decision and this community supports what the library is doing. The library is saving lives. They are representing the community, all of the children, all of the adults that felt like they didn't matter and they weren't included and they weren't cared for. Not just the children, but the transgender, gay, lesbian, bisexual – all the people who have been a part of the community and haven't been seen or included for decades. They should be seen and they should be embraced and they should be loved. The collection at the library has included biblical literature, analysis of the Bible, and all kinds of religions. It's time that it also includes literature and materials that represent all other viewpoints. The LGBTQ viewpoint should definitely be represented in the library's collection and activities. Those who don't want to participate don't have to participate. Hilary thanked the Board for listening so patiently and kindly and with incredible fortitude to the messages they've been hearing at the meeting. She thanked them for their public service.

David Thompson has been in Downers Grove for 20 years. He and his wife picked the town when they got married in 1990. He has absolutely no interest in bingo. Not whatsoever. Never been to a bingo game. No interest at all. Personally, he has no interest in drag queens either. If he was concerned about the kids that were going to this program, he'd be there. He'd check it out. He wouldn't sit back and complain and shut it down. He was abused by a homosexual man when he was in high school. After years of therapy, the only thing that he could recognize was that if he had been authentic, if he had been able to be authentic, if he had been able to be himself that night might not have ever happened. He sat in the audience at the meeting and listened to a lot of vitriol. He's actually glad the event was cancelled because he wouldn't want some of the people in the room there at the event. Some of the vitriol he's heard is horrible.

Lee was in the library the other day and was looking at the Norman Rockwell pictures there. He thinks somebody's got a very good style there for that. He saw a picture that says MILF on it and he wondered what that meant. He told the audience to grab their phone and look at it, because he does not want to say it but they will not like what they see. That was totally inappropriate and it had a picture of a woman sitting in front of a vanity and a girl sitting there. So basically, if you get to the definition of this, the picture with the label on it totally objectifies women. You're just a piece of meat according to that picture and it's inappropriate for the library.

Janelle Robinson works in Downers Grove with a diverse population – racial, ethnic, and economic group of folks who come in and need help. These are folks who often don't feel seen in this community that they live in. She appreciates everything the library does to make sure that their programs make people feel seen. She has had a close experience with the DEI work that's being done and she appreciate that it challenges the status quo and the fact that this community, as evidence that she sees every day when she goes into work, is not homogeneous. We need to have programming that speaks to everyone that lives here. Janelle thanked the Board for the work they are doing.

An attendee thanked the Board for serving in their volunteer role and she truly appreciates their work for the library. She and her wife have lived in Downers Grove for 15 years. They love it here. One of the reasons is because of the wonderful library. They've watched and felt the community become more accepting of LGBTQ+ people and they are heartened every time they see a pride flag or love is love sign in someone's yard. Part of that is know the library sees and serves them. She supports the library's inclusive programming. She's not going to say much more than that because other supporters have made the same points she would. Instead, she wanted to provide some perspective on the public comments made that evening. She knows the Board has received a lot of other feedback via a lot of other channels because she's seen the FOIA requests. At the point she saw it, the library had received 739 responses. She read every one of them, categorized them by sentiment, and tried her best to categorize which responders lived in Downers Grove. Like our country, she found Downers Grove is divided on this type of issue. She posted the response files from the library, the spreadsheet where she categorized the feedback, and some charts at bit.ly/dgpl-responses, so anyone is free to look at them, see how she chose to categorize comments, and draw their own conclusions. She tried to err on the side of generosity for both sides. The results show what one might expect. Counting the responses she could tell were from residents plus those she thought might be residents, she found that 52% of respondents support the program while 47% oppose it. The rest were neutral, just asking neutral questions. Of the 739 responses, 177 Downers Grove residents support it and 159 Downers Grove residents oppose it. She notes this not to say her view is more popular, but to show how few residents actually took the time to weigh in on this issue. More non-residents weighed in, 403, than residents, 340. But even the non-residents showed more support for the program than opposition. The updated numbers provided at the meeting track with this. Again, she's not trying to convince anyone that any of these numbers represents how Downers Grove feels about the program. Quite the opposite. She notes this to show that no one knows how the whole community feels, including everyone in the room. Downers Grove has a population of approximately 50,000 residents. In total, the Library Board has heard from 1.5% of them about this issue. The vast majority of

residents don't feel the need to weigh in or don't have time because life happens. 49,261 people have yet to give an opinion. She hopes they do. While she appreciates the time and focus the library has taken to read every comment it's received, please know that while she cannot say the community supports programs like Drag Queen Bingo for teens, she can say that this part is likely around the same figure as those who oppose it, at worst. On a personal note, from reading the comments, she had no idea there were so many LGBTQ+ residents in Downers Grove – y'all let's be friends.

Joseph Lemay is a lifelong resident of Downers Grove. He wasn't going to come up and speak but upon hearing the clergy person convince the audience that drag queen bingo was going to save people's lives, he'd ask him if his Lord and Savior is Jesus Christ or Aurora Devine. He quoted Jeff Goldblum from Jurassic Park – the library was so concerned about whether or not they could, they didn't stop to think about whether or not they should. If you've seen Jurassic Park, you know things did not go well by making dinosaurs. If something this controversial is causing this much stir, maybe the answer is we shouldn't do it and if a parent wants to take their kid to see a drag queen, they go downtown Chicago and enjoy the show like the one speaker did. If you want to take your kid to go to bingo, then go to bingo. He thinks the library should have a good compromise and just have regular bingo. We wouldn't have to waste everybody's time with this silliness. The question we should ask is, is it good or bad? Yes or no? If it's going to cause this much trouble, let's just cancel it as we did.

Rochelle Gorey has lived in Downers Grove for 17 years. She thanked the trustees for being on the Library Board and thanked Julie for her leadership. She wasn't planning on speaking but she feels compelled to speak because there has been so much hate and intolerance that has gone before her remarks tonight. She wants the Board to know that she supports them and she wants a library that represents the entire community and supports the values of inclusivity, empowerment, empathy, and diversity. These are the tenants that define a prosperous and free community. She also believes that hate has no home in Downers Grove even though tonight, she has felt that hate. She has been scared. She has felt sad that violence has been threatened in the community because of Drag Queen Bingo. She also believes that we need to remember the proclamation made by the Mayor last June, proclaiming equal rights, civil rights for the Village and it must be followed up by actions and be demonstrated by those that represent board seats and other leadership and decision-making positions that directly affect the community. Appointing a board member that aligns with this proclamation – that's why she attended the meeting. Drag Queen Bingo has been canceled – hate won in that instance. But she came to say that the Board matters and she would really like to see a board that promotes diversity, empathy, and inclusivity. Aligning a board that has those values is

something that this community needs and if not, then the proclamation made by the Mayor for this community is just that – it's only words. A community is defined by its actions and its history by its leaders. She implores the Board to think about that as they choose the next board member. She thanked Julie and the current Board members.

Don Sutton has lived in Downers Grove for 55 years. He is directly opposed to the Drag Queen Bingo. Number one, at the beginning of tonight, we said the Pledge of Allegiance and said the word God in the Pledge of Allegiance. He has coins and dollars in his pocket and they all say In God We Trust. How many on the Board have children? How many go to church? How many believe in God? He hasn't been to church in 20 years but he is very religious in his way of living. He believes that God is present and that He has created Earth and all of its people. He created man and He created woman. He cannot make mistakes. He either makes one or the other. It's up to people to judge what they want to do afterwards. But they are not born something different at birth. He has a big history with children. He grew up in Chicago on one street with eight friends his age – boys, five girls. He had 40 male friends in Chicago. He had his choice of walking to six grammar schools or four high schools. He's been around people his entire life. He had eight in his mother's family and eight in his father's family – nothing but cousins around. He had four children of his own – could have been five. Went in the service. Had four godchildren the first two years he was in there. He now has 12 godchildren. He spent four years with the Cub Scouts in Downers Grove, eight years with the Boy Scouts in Downers Grove, and spent four years with the Civil Air Patrol with boys and girls. If anybody knows children, he does. He was a contractor – he worked in this building, the building next door, all the schools. All over this town. He knows probably 300 teachers in the school district. But he doesn't know the Board as teachers. Is anyone a real teacher? If not, he does not believe they should be teaching children. He is opposed to what the library is doing with the drag queen. If somebody wants to have it, that's okay with him. Maybe the Moose Lodge or any private organization. But he does not believe that the public, 50,000 people in Downers, have to pay for the library to have that for a couple of kids. That is not the library's position. It is not there to teach kids anything except books and music. That's his feeling. He doesn't mind the library having it, but not with taxpayer money – have it somewhere else.

Mary O'Dell is a resident of Darien. She thanked the Board for their time and service and for allowing her to speak. She is a resident of Darien but she borrows quite a lot from Downers Grove Public Library. She is a member of the theatrical profession and DGPL has an amazing collection of plays and scripts. The library has saved her a ton of money. She also has some friends who are other members of the theatrical profession – designers, actors, musicians – and a couple who are drag queens. She's not going to get into that. Today is the

anniversary of her grandfather's passing. He was Cherokee and she thanked the Board for the Land Acknowledgement. He was also a proud patriot so she thanked the Board for reinstating the Pledge of Allegiance. He was a man of faith and peace and he raised eight kids. He was a farmer, survived the Great Depression and World War II – tough guy. He taught her a prayer: Eternal God, in whom mercy is endless, and the treasury of compassion inexhaustible. Please, look kindly upon us and increase your mercy in us that in difficult moments, we may not despair nor become despondent. But, with great confidence, submit ourselves to your Holy will, which is love and mercy itself.

Abby Goodman grew up in Downers Grove. As someone who has come to terms with her sexuality over the last couple of years, she wished she had something like Drag Queen Bingo to make her realize or come to terms with it sooner. She is sorry for all the threats the Board has been facing – it's disgusting. She thanked the Board for all that they do.

It was moved by Nienburg and seconded by Dougherty THAT the Board of Library Trustees take a five-minute recess. The Board took a five-minute recess at 10:02 p.m.

11. Trustee Comments and Requests for Information.

Trustee Khuntia thanked President Gigani and the members of the community who were in attendance, whose care and commitment to the Downers Grove Public Library is noted and appreciated. She thanked the Village for allowing the Board to use their facilities and she thanked the Downers Grove Police Department for their presence at the meeting. As a trustee, one of her duties is to be prepared to promote the purpose, values, and services of the library. The Downers Grove Library is a place for everyone to discover, grow, play, and learn. To honor that purpose, to truly commit to it, the library must broaden its view and ensure all members of the community are seen, heard, and valued. Many attended the library's listening sessions. The library heard from community organizations and community members on where it was doing well and where it needed to improve. The library heard the community. The community asked the library to do better; the library needed to do better. It wasn't enough to just say the Downers Grove Public Library is a place for everyone; the library needed to live by that purpose. The library's strategic focus has four "E's" and through those first three, excelling, engaging, and empowering the community, the library also needed to actively evolve with the changing community. She is proud that in April 2022, the Board unanimously approved the Equity Strategic Plan. This plan is guiding the library as it continues to move forward. There is a goal in the plan that as a public library, DGPL advocates for and welcomes all people, including those who are marginalized, historically and intentionally, and those whose voices have traditionally been censured. This is done by activating library

programming that builds community awareness and a capacity at anti-prejudice, anti-racism, and anti-hate. She is proud to support those goals and as a trustee, she supports the director and the staff in working towards those goals. Trustee Nienburg shares Trustee Khuntia's commitment to the library's mission. Diversity, inclusivity, the objective of creating a place where everyone feels welcome is a noble and worthwhile goal. He has taken that to heart and as a member of the Board of Trustees, he takes that responsibility very seriously. He sincerely wants everyone, including the LGBTQ+ community, to not only feel welcome, but comfortable, engaged, and excited when they come to the library. He is the father to two young boys and his wife is an elementary school teacher. She's taught at the elementary school level and the high school level. The library is an important part of his family and an important part of the community. It's a near weekly routine for his family and he cares about what happens there. He also cares about what happens in the Downers Grove community at large. He is going to share his position on the Drag Queen Bingo event but first he wants to say that his position absolutely does not represent any attempt to diminish or disrespect the LGBTQ community. With that said, he was unequivocally opposed to the Drag Queen Bingo event and he wanted to explain why. His reasons may be surprising. It's because of the particular choice, not because of the objective. It's also because of the missed opportunity that the library had. The Library Director stated when this event was planned that this was going to be a library and age-appropriate drag performance. He thinks it's worth considering when you have to modify something to be age-appropriate that that may be a signal that you should not be doing it in the first place. At least not at a public library. Creating an age-appropriate version of something that has an objectively adult and often sexual context does not place the library on moral high ground. Furthermore, the featured performer for this event, Aurora Devine, definitely has a public persona that is absolutely adult and absolutely sexual. Many library patrons have correctly observed that she boasts about a raucous and raunchy time at her shows. He believes that it displayed a lack of judgement to engage with somebody who publicly portrays that image – to ignore that and to expose the library to that element. The library has opened itself up to justified criticism and they should not be surprised about the response that was received. Finally, and this is the most important point, he cannot understand why this event represents the best that the library could have done. This is the missed opportunity he spoke of earlier. If the intent was to celebrate the LGBTQ community and to coincide with National Coming Out Day, was this really the best that the library could come up with? Did staff exhaust the undoubtedly long list of LGBTQ individuals who have led inspiring lives, overcome obstacles, and made valuable contributions to our country and society? Were all these people booked? Did the library bother to try? Instead, the library brought in an adult performer, which is not up for debate, to perform an adult show that was modified for teens, which is not up for debate, and to play bingo. Is this what the library

aspires to for the LGBTQ teens? Is this the inspiring example the library wants to give on this day of significance? Or did the library sell them short? Opposed doesn't really even begin to describe his feelings on this matter. He's dismayed with the poor judgement, the lack of creativity, and the absence of foresight in scheduling this event. He is disappointed in the library for exposing itself to this kind of controversy. He is frustrated at the costs and the disruptive effect this has had and will continue to have on the library's operations. He is mostly disheartened that the library has created division in the community. To be clear and to reiterate, the library had a real opportunity to create understanding if it had only chosen a different path. To those in the community who were supportive of this event, thank you for speaking up at the meeting. He hears you and to the extent that their intent is to support inclusivity, he wants them to know he shares their commitment to that principle. He simply feels the library could have made a much better decision on how to accomplish that objective. To those who are opposed, he wanted to say that he completely rejects the notion that their opposition represents hate or intolerance. He doesn't believe most people who have voiced opposition don't want LGBTQ patrons to feel welcome at the library. He does not believe that they are not supportive of an event that coincides with National Coming Out Day. He also rejects the premise that if you don't like it, you don't have to come. The community is taxpayers and stakeholders in the library's mission and the wider group of library patrons alike has every right to take an interest in the sum total of what happens at the library. What they are is concerned parents and concerned citizens. They are on firm ground in voicing opposition when they see something that is counter to what they feel is an appropriate way to conduct that mission. He rejects the notion again that their opposition is hate, hate speech, stochastic terrorism, or any of the other inflammatory accusations that have been directed their way. Threats, intimidation, and workplace harassment are unacceptable and that form of hate has no place in the community's discourse. In fact, the opposition's feelings echo the mother of an LGBTQ child who spoke out in opposition at Village Council. It also aligns with the theater professional who acknowledged drag's legitimate performance genre, but also as an objectively adult one. They reflect the former community leader who is part of the LGBTQ community, who Trustee Nienburg intentionally scheduled breakfast with and wanted to listen to sincerely, who winced at the thought that this was the way the library sought to represent his community to young people. In fact, he would have made a better choice to come in and do an event at the library. He is going to shift his focus to the future. As a Board Member, he has significant concerns about the leadership and the judgement applied here. He has many questions about the way this was handled from a process and a protocol standpoint, especially regarding how the Board was engaged by staff and the role of the Board when there is a situation that is decidedly out of normal operations. Website postings, frequently asked questions, press releases, conferences, and responses to emails were all done

without sufficient Board engagement and collaboration in his opinion. Lastly, he has questions about how the library's mission, which he supports and takes very seriously, is being pursued. Exclusive programming as a way to drive inclusivity is something that should be debated. What is not up for debate, however, is that when and if exclusive programming does occur, especially when it's done for inclusivity, it should be in a manner that brings us all together and creates and builds understanding. Against that measure, the library has fallen far short and must do better. Nothing's going to be decided tonight – the Board was here to listen as the first order of business – and following tonight, the real work will begin to have a complete accounting of this situation and most importantly, to make the appropriate changes going forward. His primary goal in that will be the integrity and transparency of those deliberations and he looks forward to working with his fellow trustees and to keeping the patrons and taxpayers fully apprised of the process that will follow this situation and tonight's meeting.

Trustee Dougherty thanked all who came out to the meeting and said it was great having so many people come out and learn about the library and engage with the Board in whatever form it took. She echoed Trustee Khuntia's gratitude towards the Village for the use of the hall, the police for their support during the meeting, and for the Library Director and staff for their continued work. She wanted to start by saying she is speaking only for herself and she is not speaking on behalf of any of her fellow trustees, the library, or all white women of a certain age or any other group of people. She is simply going to share her perspective. She wanted to reflect on discomfort, which might seem like an odd choice of words given the intensity of the situation the library has been experiencing. When the Board first went through DEI training together several months ago, the facilitator said that talking about issues of diversity, equity, and inclusion could bring on feelings of discomfort. At the time, she just kind of nodded and thought, sure, some of these topics are going to be uncomfortable. She didn't really get a chance to really experience that discomfort until this month. She first started feeling that discomfort when the Drag Queen Bingo event began getting its own attention; more attention than any of the library's 800 plus annual programs have gotten in her experience. This attention was uncomfortable for her personally, because she really does not like being the center of attention, even if the attention is good attention. It's also understandably uncomfortable when your community is the focus of "controversy" and she worried that anyone who was reading or hearing about what was happening in Downers Grove wasn't getting the full picture and that they would jump to conclusions about the community that she calls home and the library that she loves. The second way she experienced discomfort was as the subject, either directly or indirectly, of name-calling, accusations, and bullying. You can call her sheltered or naïve, but she does not spend a lot of time on social media and she's just not used to it. The Board and staff of the library received a tremendous amount of feedback, both positive and negative, about

Drag Queen Bingo. She recognized only a handful of individuals who sent messages, which means that the people who wrote them know very little about her. Which is fine. But the assumptions people were making about her were astounding. Words were being put in her mouth, people knew exactly what her moral code was, and they knew she had an ideology and an agenda. Apparently she has some kind of mind control ability, which is really giving her entirely too much credit because sometimes she barely remembers what she has for breakfast. So she was uncomfortable and if she's honest, a little bit scared. But then she realized that she's in an incredibly privileged position. She chose to serve as a Library Trustee. It's part of who she is as a citizen of Downers Grove, but it's not something that's obvious when she walks down the street. This experience of being judged by folks who don't know much about her, based solely on one attribute of her identity, being made to feel unworthy or unwelcome or less than, actually awakened and strengthened her empathy for the members of the LGBTQ community, people of color, individuals with disabilities, and other marginalized people who live this experience every day. She is privileged to feel safe in her workplace, her home, her local business, her library, and for the most part, not be judged by some aspect of her identity. But that's not the experience of all Downers Grove residents. There are people, our neighbors, whose very identities and their existence determines the amount of hate and prejudice they experience on a daily basis. She does not think Downers Grove is a hateful place. On the contrary, she thinks it is an exceptional town where people genuinely care about their neighbors. But hate does exist in Downers Grove, and it certainly exists in the world and especially on the internet. She can handle being called a few rude names on social media, but she doesn't have to be okay with it and she definitely doesn't want it to be the norm for herself, her family, patrons of the library, or for any resident of Downers Grove. She's not comparing her few moments of discomfort to the lived experiences of the LGBTQ community, but what she's saying is that made her remember the very reason why the library is doing this work in the first place. That leads her to the third source of discomfort. The discomfort of not knowing whether the library was doing more harm than good for the individuals and community whom the library was trying to support with this particular program. She can imagine that seeing the village so starkly and publicly divided was traumatic for some individuals. As heard tonight and through emails and other messages received, the Board did hear support from those communities but she looks forward to hearing and understanding more about how the library can serve them in the future. For that awareness, that increased empathy, and for those opportunities to understand, she's very grateful for her discomfort. She is also grateful for what she thinks is a potential silver lining, if people choose to see it that way, which is an increased awareness of and visibility for the Downers Grove Public Library. The director and staff are doing great things. The Board operates openly and has been meeting in the library meeting room on the fourth Wednesday of each month for

years and years and years and does not usually get this many visitors. If the community had been at some of those past meetings, they would have heard about the hold lockers, the Memory Kits, the Beatles exhibit, the SAT prep sessions, the genealogy workshops, the cameras and sewing machines that can be checked out, and all the other really creative programs and services that the library is really proud of. Among those offerings, she hopes everyone can see their interests reflected. Not to speak for her fellow Board members, but she would be interested in that constructive feedback of what those offerings are. Finally, she wanted to use her platform as a Board Member to pitch a couple of programming ideas or thoughts for the Board to think about for the future. She thinks it would be really great to run programs that help members of the community understand how to effectively and respectfully lobby for a particular position or to take a particular action. She can't speak for the Mayor, Village Council, school board, or her colleagues, but she can say at least for herself, verbal attacks won't convince her. Misinformation won't convince her. Conversation might. Sitting down and discussing issues takes longer and probably isn't as satisfying as getting likes or follows or retweets, but it might lead to more civil civic discourse. She'd also love to see the library offer more programs about information literacy and social media literacy for teenagers and adults. Books are great but we no longer get all of our information from the printed page. There's a vast amount of information on the internet of varying degrees of quality and accuracy reputability and everyone would benefit from learning how to make sense of all that noise. Now, everyone in the room knows enough to call her at least one name that's accurate, an idealist, and she thinks we can do better.

In her role as President of the Downers Grove Public Library Board of Trustees, President Gigani feels a responsibility to speak out in support of the library staff and their decision to offer a Drag Queen Bingo event for teens as part of the library's vibrant, diverse programming for all ages. To begin, she wanted to stress that the Board does not have oversight over specific library programming decisions, nor should they. As the Board of Trustees, their role is to hire the library director and then to provide her with the support she needs to succeed. Library Director Julie Milavec is doing an exceptional job for the library and the community. She has hired a talented staff that is bringing innovative, patron-focused ideas to this vital public institution. It's worth reminding everyone involved that the root word of trustee is trust. She absolutely trusts Director Milavec to provide thoughtful, age-appropriate programming for all patrons and to assure the safety and security of everyone who enters the library. More personally, she wanted to share some of her own experiences as a young person growing up in a community where she felt that she didn't really belong. For her, the public library was a place of refuge. A place where she felt safe and valued as a member of a larger community, a community of books and ideas. It's hard to

describe the profound feeling of sitting in a library, reading a book, and realizing that you are no longer alone. Especially for young people, a public library can open the door to another world of people who look like they do, think like they do, and feel like they do. Now, as a grown woman with children of her own, President Gigani is so proud to live in a place that understands the fundamental value of a public library and its power to build community and transform lives in deeply positive ways. She's especially proud to serve on the Board of Trustees of a library that works so hard to fulfill its responsibility to every person in the community at every age. Every person who lives in Downers Grove should be able to walk into the library and feel recognized, accepted, valued, and served. The library has no right to deny full membership in the community to anyone because a few people don't like the way they look or the way they dress. The Downers Grove Public Library's Drag Queen Bingo Night, featuring Aurora Devine, was intended to provide a few hours of age-appropriate fun for teens in the community. As part of this event, the library was making the statement to all of the young people that the community accepts and celebrates them for who they are now and who they will be as adults. She's disappointed that people from Downers Grove and other communities have chosen to express hatred and fear towards the young people in the library that serves them. In closing, she wants to stress to the young people in our community and youth in surrounding communities that this event was canceled solely for their protection. The library feared that young participants would be harassed or even harmed by these hate-filled antagonists and the Board couldn't let that happen. The public library is here for them. Within this building, they will find books written by people who see the world the way they do and by others who do not. She encourages them to keep on coming to the library to read, to discover, and to explore new worlds in a place that is free, safe, and welcoming to all.

Trustee Humphreys is going to take the clue from the president who said, please don't repeat what has already been said. He thanked all of the people who attended the meeting for exercising their right to free speech and expressing their opinions. He sometimes misses the civility that he thinks has been lost a bit, but he does respect the right to differ and he will always listen and he has listened tonight. He learned a few things tonight as well. He went back to the fact that he has lived in Downers Grove his whole life so far, which is a lot of years. He was a kid in the Junior Room of the public library. He was not a jock; he was a nerd and he can specifically remember the librarians having programs for him. They also had programs for the jocks and he can remember a program where they brought the two groups together and how to share experiences with each other. He thinks the library through the years has always presented different points of view for different people, because the library should reflect all of the community. As such, the library did engage a consultant to help them improve their DEI appearances in the community. There were both library staff members and members of the

community who felt a little less than welcome at their place of work and at their place of research, at their library. The library could do better and he believes the EDI Strategic Plan shows that the library can do better. He fully supports that plan. The library needs to look like the community. The library needs to reflect the different people in the community and also display the intellectual freedom and the freedom of speech. The library also has to know that when there is a segment of the community that feels not only unwelcome but hurt and needs to see somebody like them and hear from somebody like them, there are a few places where that can happen and the library can and should be one of those places. He heard the phrase, no one should be ashamed for who they are, and the library needs to support that. He supports the Library Director, he supports the library staff, and he supports his colleagues on the Library Board. They will work together, they will listen to each other, and they will keep the library the fine organization that it has been and that it is and that it will be and can be.

12. **Adjournment.** It was moved by Nienburg and seconded by Dougherty THAT the meeting be adjourned. Motion passed by voice vote. President Gigani adjourned the meeting at 10:33 p.m.

DOWNERS GROVE LIBRARY 9/30/2022

	Library fund	Building & Equip Replacement Fund
CASH & INVESTMENTS	\$ 2,638,041	\$ 773,086
FUND BALANCE	2,587,442	\$ 773,086

REVENUE BY OBJECT REPORT
9/1/2022 THROUGH 9/30/2022

ACCOUNT	ACCOUNT NAME	ADJUSTED ESTIMATE	REVENUES	YTD RECEIVED	BALANCE	% RCVD
80520000 410100	CURRENT PROPERTY TAXES	5,862,439.00	2,169,432.98	5,714,416.99	148,022.01	97.48%
80520000 410900	PRIOR YEAR PROPERTY TAXES	100.00	0.00	0.00	100.00	0.00%
80520000 431300	PERSONAL PROPERTY REPLACE TAX	60,000.00	69.65	167,387.31	-107,387.31	278.98%
80590971 441000	SALES OF MATERIALS	2,000.00	437.22	3,935.21	-1,935.21	196.76%
80590971 450200	CHARGES FOR SERVICES	10,000.00	962.20	37,705.40	-27,705.40	377.05%
80590971 450900	FEES FOR NON-RESIDENTS	8,000.00	2,044.00	14,799.00	-6,799.00	184.99%
80590971 457100	RENTAL FEES	2,000.00	40.00	1,630.00	370.00	81.50%
80590971 458100	FINES	0.01	269.77	1,148.33	-1,148.32	
80590971 459000	COST RECOVERED FOR SERVICES	8,500.00	705.51	9,002.64	-502.64	105.91%
80590971 461000	FEDERAL, OPERATIONAL GRANTS	0.01	239.58	5,789.00	-5,788.99	
80590971 462000	STATE, OPERATIONAL GRANTS	72,589.00	74,124.33	103,455.13	-30,866.13	142.52%
80590971 463000	SPECIAL GRANTS	0.00	0.00	0.00	0.00	0.00%
80520000 471100	INVESTMENT INCOME	2,500.00	3,164.89	11,889.42	-9,389.42	475.58%
80520000 471200	INVEST INC-PROPERTY TAXES	0.00	0.00	192.73	-192.73	
80590971 482000	CONTRIBUTIONS, OPERATING	5,000.00	70.00	3,477.92	1,522.08	69.56%
	TOTAL REVENUE	6,033,128.02	2,251,560.13	6,074,829.08	-41,701.06	100.69%

EXPENDITURE BY OBJECT REPORT
9/1/2022 THROUGH 9/30/2022
Capital Replacement Fund

OBJECT	ACCOUNT DESCRIPTION	ORIGINAL APPROPRIATION	EXPENDITURES	YTD EXPENDED	AVAILABLE BUDGET	% USED
587000	CAPITAL EQUIPMENT	411,600.00	107,970.31	345,921.80	65,678.20	84.00

EXPENDITURE BY OBJECT REPORT
9/1/2022 THROUGH 9/30/2022
Operating Fund

OBJECT	ACCOUNT DESCRIPTION	ORIGINAL	EXPENDITURES	YTD EXPENDED	AVAILABLE	% USED
		APPROPRIATION			BUDGET	
510100	SALARIES, EXEMPT	1,733,543.38	133,480.50	1,216,439.69	517,103.69	70.20
511100	SALARIES, NON-EXEMPT	338,730.61	37,839.00	303,148.02	35,582.59	89.50
511900	PART-TIME EMPLOYEE WAGES	1,286,018.09	83,895.79	850,125.43	435,892.66	66.10
513100	IMRF PENSION CONTRIBUTIONS	240,632.68	18,496.50	171,834.69	68,797.99	71.40
513300	MEDICARE CONTRIBUTIONS	48,695.16	3,640.25	33,811.42	14,883.74	69.40
513400	SOCIAL SECURITY CONTRIBUTIONS	208,213.83	15,564.40	144,565.43	63,648.40	69.40
519000	LIFE INSURANCE	1,366.20	120.83	707.31	658.89	51.80
519100	HEALTH INSURANCE	496,336.20	36,894.90	308,406.55	187,929.65	62.10
519500	OPTICAL INSURANCE	1,925.91	163.56	1,335.19	590.72	69.30
519700	DENTAL INSURANCE	32,871.93	2,817.56	23,247.81	9,624.12	70.70
521000	SUPPLIES	108,750.00	12,212.63	75,858.94	32,891.06	69.80
525100	MAINTENANCE SUPPLIES	21,750.00	3,548.58	15,398.29	6,351.71	70.80
528000	SMALL TOOLS & EQUIPMENT	29,900.00	2,106.54	16,637.45	13,262.55	55.60
530200	DUES AND MEMBERSHIPS	7,500.00	20.00	6,274.00	1,226.00	83.70
530300	SEMINARS, CONFERENCES & MEETINGS	28,600.00	2,067.03	15,261.94	13,338.06	53.40
530800	RECOGNITION PROGRAM-STAFF	5,000.00	435.60	4,948.87	51.13	99.00
531500	PROFESSIONAL SERVICES	75,200.00	3,795.34	60,019.31	15,180.69	79.80
532200	PERSONNEL RECRUITMENT	1,000.00	57.54	1,311.00	-311.00	131.10
532300	SPECIAL LEGAL	6,000.00	0.00	1,567.50	4,432.50	26.10
534600	DATA PROCESSING SERVICES	119,495.00	0.00	88,556.81	30,938.19	74.10
538000	PRINTING SERVICES	27,250.00	4,936.00	17,899.00	9,351.00	65.70
539100	TELEPHONE	17,000.00	1,436.76	14,764.18	2,235.82	86.80
539200	POSTAGE	29,000.00	0.00	19,838.97	9,161.03	68.40
540700	ADVERTISING & PUBLIC RELATIONS	19,500.00	2,496.38	13,403.19	6,096.81	68.70
542000	INSURANCE - OTHER POLICIES	70,700.00	0.00	61,940.00	8,760.00	87.60
543000	BUILDING MAINTENANCE SERVICES	92,000.00	10,772.52	62,345.17	29,654.83	67.80
545000	CLEANING SERVICES	80,000.00	6,788.78	63,097.66	16,902.34	78.90

EXPENDITURE BY OBJECT REPORT
9/1/2022 THROUGH 9/30/2022
Operating Fund

OBJECT	ACCOUNT DESCRIPTION	ORIGINAL APPROPRIATION	EXPENDITURES	YTD EXPENDED	AVAILABLE BUDGET	% USED
546100	UTILITIES	24,250.00	3,815.08	28,205.50	-3,955.50	116.30
547000	OTHER EQUIPMENT REPAIR & MAINT	11,500.00	719.15	15,907.90	-4,407.90	138.30
548100	RENTALS	18,000.00	3,042.88	14,037.45	3,962.55	78.00
562000	RECOVERABLES	4,000.00	20.60	136.84	3,863.16	3.40
569000	UNEMPLOYMENT COMPENSATION	2,500.00	0.00	10,388.00	-7,888.00	415.50
577000	CAPITAL EQUIPMENT	58,000.00	2,934.12	60,925.20	-2,925.20	105.00
585100	ELECTRONIC RESOURCES	245,800.00	23,119.04	190,715.54	55,084.46	77.60
585200	PRINT MATERIALS	348,150.00	31,588.39	233,264.58	114,885.42	67.00
585300	AUDIOVISUAL MATERIALS	146,200.00	13,559.10	74,879.79	71,320.21	51.20
587000	CAPITAL EQUIPMENT	60,000.00	0.00	104,402.55	-44,402.55	174.00
588000	INTANGIBLE ASSETS (SOFTWARE)	59,500.00	1,774.94	61,418.13	-1,918.13	103.20
	Total 805 LIBRARY FUND	6,104,878.99	464,160.29	4,387,025.30	1,717,853.69	71.90

INVOICE LISTING - OCTOBER 2022**Capital Replacement Fund**

VENDOR #	VENDOR NAME	NUMBER OF INVOICES	GROSS AMOUNT
1646	CORPORATE CONCEPTS INC	1	15,949.17
12666	INTERIOR INVESTMENTS, LLC	1	5,200.00
14991	LIBRARY FURNITURE INT'L, INC	1	12,379.79
GRAND TOTALS:		3	33,528.96

INVOICES OF NOTE

For Library Board Meeting on October 26, 2022
Capital Replacement Fund

1646	Corporate Concepts Inc (Furniture Deposit)	\$15,949.17
12666	Interior Investments, LLC (Furniture Deposit)	\$5,200.00
14991	Library Furniture Int'l, Inc (Furniture Deposit)	\$12,379.79

INVOICE LISTING - OCTOBER 2022

Operating Fund

VENDOR #	VENDOR NAME	NUMBER OF INVOICES	GROSS AMOUNT
21463	360CLEAN	1	5,350.00
21323	AIR CLEANING SPECIALIST	1	861.20
18213	AMAZON CAPITAL SERVICES, INC.	5	550.36
351	AMERICAN LIBRARY ASSOCIATION	1	822.00
672	BAKER & TAYLOR BOOKS	12	3,091.61
16893	BIBLIOTHECA, LLC	1	1,317.17
829	BLACKSTONE AUDIOBOOKS	20	1,625.58
1223	CASE LOTS, INC.	1	718.50
1264	CDW GOVERNMENT, INC.	1	14,132.08
8323	CENGAGE LEARNING	10	572.59
1277	CENTER POINT PUBLISHING	3	309.21
1377	CHICAGO TRIBUNE	1	139.42
1459	CINTAS CORPORATION #344	1	74.33
15655	DAVID A HOWE T-REXPLORERS	1	395.00
200108	DAVID W NORDIN	1	150.00
16094	DE LAGE LANDEN FINANCIAL SVC INC.	1	817.88
2359	DOWNERS GROVE SANITARY DIST	1	307.96
2539	EBSCO SUBSCRIPTION SERVICES	1	2,526.11
5572	FIA CARD SERVICES, N.A.	15	15,409.60
9775	FINDAWAY WORLD, LLC	4	2,005.11
17510	FIRST COMMUNICATIONS, LLC	1	547.43
16977	GARVEY'S OFFICE PRODUCTS, INC.	5	473.34
13544	GOOGLE, INC.	1	990.00
3188	GRAHAM CRACKERS COMICS, LTD.	1	453.30
18411	HAYES MECHANICAL, LLC	1	2,230.00
3688	INGRAM LIBRARY SERVICES, LLC	46	26,283.37
200107	JOSEPH STANDING BEAR SCHRANZ	1	150.00
17633	KAREN BONAREK	1	250.00
17993	KATHRYN HOOS	1	190.60
20720	KEVIN J WOOD	1	375.00
4812	KLEIN, THORPE AND JENKINS LTD	1	405.00
4928	LAKESHORE LEARNING MATERIALS	1	348.49
18876	LIBRARY IDEAS, LLC	3	202.16
12673	MANGO LANGUAGES	1	5,129.89
5333	MANUFACTURERS NEWS, INC	1	235.90
5866	MIDWEST TAPE	16	10,216.56
6161	NICOR GAS	1	2,719.76
6295	ORKIN PEST CONTROL	1	135.00
12499	OVERDRIVE, INC.	3	6,443.44
200105	PAULA STUART-WARREN	1	450.00
18491	PEOPLEFACTS, LLC	1	57.54
6698	PRINT SMART	2	462.45
14549	REACHING ACROSS ILLINOIS	1	3,977.00

INVOICE LISTING - OCTOBER 2022
Operating Fund

VENDOR #	VENDOR NAME	NUMBER OF INVOICES	GROSS AMOUNT
16384	RENELL, ALLYSON	1	75.92
14744	TEAM ONE REPAIR, INC	1	993.00
3567	TECHNOLOGY MGMT REV FUND	1	126.00
200113	THE BLACKBERRY COLLECTION	1	2,250.00
8252	THE WEST TOWNS CHORUS	1	500.00
3567	TECHNOLOGY MGMT REV FUND	1	126.00
6859	THRYV	1	16.21
200046	TMC FURNITURE, INC	2	3,852.44
385	TRANE U.S., INC.	2	2,669.50
16841	TSAI FONG BOOKS, INC.	1	53.22
18118	TUMBLEWEED PRESS	1	639.20
11517	UNIQUE MANAGEMENT SERVICES, IN	1	20.60
18458	URBAN ELEVATOR SERVICE, LLC	1	225.00
19196	VAN MCGARY	1	29.90
200100	WINDY CITY GHOSTBUSTERS LTD	1	75.00

GRAND TOTALS:

191

125,553.93

INVOICES OF NOTE

For Library Board Meeting on October 26, 2022

351	American Library Association (Annual Renewal)	\$822.00
1264	CDW Government, Inc (Adobe Software Licenses)	\$14,132.08
15655	David A Howe T-Rexplorers (Program Payment)	\$395.00
200108	David W Nordin (Program Payment)	\$150.00
2539	EBSCO Subscription Services (Periodical Subscription Renewals)	\$2,526.11
200107	Joseph Standing Bear Schranz (Program Payment)	\$150.00
17633	Karen Bonarek (Employee Reimbursement)	\$250.00
17993	Kathryn Hoos (Employee Reimbursement)	\$190.60
20720	Kevin J Wood (Program Payment)	\$375.00
12673	Mango Languages (Subscription Renewal)	\$5,129.89
200105	Paula Stuart-Warren (Program Payment)	\$450.00
14549	Reaching Across Illinois (Brainfuse Online Tutoring)	\$3,977.00
16384	Renell, Allyson (Employee Reimbursement)	\$75.92
200113	The Blackberry Collection (EDI Consulting Fee)	\$2,250.00
8252	The West Towns Chorus (Program Payment)	\$500.00
200046	TMC Furniture, Inc (Kid's Room Discovery Box)	\$3,852.44
19196	Van McGary (Employee Reimbursement)	\$29.90
200100	Windy City Ghostbusters LTD (Program Payment)	\$75.00

CREDIT MEMO LISTING - OCTOBER 2022
Operating Fund

VENDOR #	VENDOR NAME	NUMBER OF CREDIT MEMOS	GROSS AMOUNT
3688	INGRAM LIBRARY SERVICES, LLC	1	22.26

GRAND TOTALS:	1	22.26
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Library Credit Card Details for the October 26, 2022 Board Meeting

Julie Milavec				
			Total	\$ -
Katelyn Vabalaitis				
971	5210 Supplies	Toner	\$	157.96
971	5880 Intangible Assets	HelloSign Annual Subscription	\$	600.00
978	5391 Telephone	Comcast Monthly Payment	\$	487.79
			Total	\$ 1,245.75
Ian Knorr				
978	5210 Supplies	Wall Plate, Wall Mount, Hardware, iPad Pencil	\$	136.06
978	5251 Maintenance Supplies	Bag Liners, Soap Dispensers, Paint and Supplies	\$	812.23
978	5280 Small Tools & Equipment	Recycling Bins	\$	206.64
978	5430 Building Maintenance	Security	\$	985.59
			Total	\$ 2,140.52
Elizabeth Matkowski				
972	5210 Supplies	Teen Supplies	\$	51.90
972	5852 Print Materials	Print Materials	\$	556.81
972	5853 AV Materials	Audiovisual Materials, Streaming Services	\$	214.91
			Total	\$ 823.62
Karen Bonarek				
972	5210 Supplies	Program Supplies	\$	218.09
			Total	\$ 218.09
Cynthia Khatri				
976	5315 Professional Services	Paper Containers	\$	23.99
			Total	\$ 23.99
Sharon Hrycewicz				
973	5210 Supplies	Program Supplies	\$	70.25
973	5303 Seminars, Mtgs, & Conferences	ILA Conference	\$	275.00
973	5853 AV Materials	Educational Toys and Puzzles	\$	851.74
			Total	\$ 1,196.99
Traci Skocik				
973	5210 Supplies	Program Supplies	\$	30.73
973	5853 AV Materials	Educational Toys and Puzzles, Video Games	\$	927.72
			Total	\$ 958.45
Allyson Renell				
972	5852 Printed Materials	Print Materials	\$	119.00
973	5303 Seminars, Mtgs, & Conferences	ILA Conference Expenses	\$	1,411.38
973	5852 Printed Materials	Print Materials	\$	400.00
			Total	\$ 1,930.38

Christine Lees				
974	5210 Supplies	Office Supplies	\$	132.62
974	5303 Seminars, Mtgs, & Conferences	Circulation Conference Expenses	\$	2,098.73
		Total	\$	2,231.35
Paul Regis				
975	5280 Small Tools & Equipment	Calibration Charts	\$	43.94
975	5880 Intangible Assets	Zoom, Google, Libsyn, GoToMeeting, Wasabi	\$	587.51
		Total	\$	631.45
Grace Goodwyn				
976	5210 Supplies	Supplies	\$	58.95
		Total	\$	58.95
Jen Ryjewski				
972	5852 Print Materials	Bookpage Subscriptions	\$	972.00
		Total	\$	972.00
Amanda Klenk				
972	5210 Supplies	Program Supplies	\$	421.07
972	5303 Seminars, Mtgs, & Conferences	ILA Membership Renewal	\$	350.00
		Total	\$	771.07
Lucas McKeever				
977	5210 Supplies	Supplies	\$	1,308.24
977	5280 Small Tools & Equipment	Standing Desk	\$	212.49
		Total	\$	1,520.73
Amanda Blau				
971	5302 Dues & Memberships	ILA Membership Renewal	\$	100.00
973	5210 Supplies	Program Supplies	\$	386.26
973	5303 Seminars, Mtgs, & Conferences	ILA Conference	\$	200.00
		Total	\$	686.26
Library Credit Card October 2022 Totals			\$	15,409.60

PAYROLLS FOR SEPTEMBER 2022

SEPTEMBER 9	\$131,811.46
SEPTEMBER 23	\$123,403.83
TOTAL SEPTEMBER 2022 PAYROLLS	\$255,215.29

**DOWNERS GROVE PUBLIC LIBRARY
BOARD OF LIBRARY TRUSTEES
OCTOBER 26, 2022**

Agenda Item 9A

Strategic Planning Consulting Proposals and Virtual Interviews

The Strategic Planning Request for Proposals was posted in July with a September 2, 2022 submission deadline. The four firms that submitted proposals were ReThinking Libraries, Fast Forward Libraries, Sarah Keister Armstrong + Associates, and Bruce Mabee. The review of proposals was postponed due to the overwhelming response to the Drag Queen Bingo event and its cancellation.

On October 12, Library Director Julie Milavec, Assistant Director Jen Ryjewski, Board President Swapna Gigani, and Trustee Carissa Dougherty met virtually to review the proposals and make a recommendation to the Board. Each independently reviewed and scored the proposals. The group unanimously selected Fast Forward Libraries and ReThinking Libraries to be interviewed by the full Board at the October Board meeting. All proposals and scoring rubrics were shared with the full Board, along with a list of potential interview questions. Assistant Director Jen Ryjewski contacted references for each firm and shared them with the Board as well. Both firms come highly recommended.

Fast Forward Libraries' proposal is a grand total not to exceed \$25,700. ReThinking Libraries proposal has a time and materials option, estimated at \$22,000 to \$25,900 plus expenses, or a fixed fee option of \$24,500 plus expenses.

The interviews will be conducted virtually, with approximately 30 minutes for each firm. Fast Forward Libraries will be ready to begin at 7:45pm and ReThinking Libraries at 8:15pm.

Recommended Action: Approve the proposal from the Strategic Planning consultant selected.

DOWNERS GROVE PUBLIC LIBRARY REQUEST FOR PROPOSALS FOR STRATEGIC PLANNING

1. Objective

The Downers Grove Public Library (DGPL) seeks a consultant to develop a comprehensive 3-5 year strategic plan for the Library that includes a significant community research component. The library recently completed an [Equity Strategic Plan](#), which is intended to inform the full Strategic Plan.

2. Deadline for Receipt

Proposals must be received via email before 5:00 p.m. September 2, 2022. Proposals should be addressed to Julie Milavec, Library Director, Downers Grove Public Library and emailed to jmilavec@dglibrary.org.

3. Inquiries

Inquiries must be made via email. Please address all inquiries to: jmilavec@dglibrary.org. Telephone inquiries will not be addressed. Answers will be provided within 3 business days. All questions must be received no later than August 26, 2021.

4. Organizational Profile

Downers Grove Public Library (DGPL) in the Village of Downers Grove, IL is located approximately 25 miles west of Chicago. According to the United States Census Bureau, the Village of Downers Grove's population as of Census 2020 is 50,247, with a geographical land area consisting of 14.31 square miles. Downers Grove is a prime location to live, work, play and raise a family. Downers Grove has been recognized by Forbes Magazine as being one of America's Friendliest Towns (2012), based on four data points: percentage of owner-occupied homes, crime rate, charitable giving, and percentage of college graduates; by Livability.com as one of the Top 10 Livable Cities for Kids (2014) based on the following criteria: low crime rate, access to parks and green space, and highly rated schools; and by Library Journal as a 4-star library in 2020, one of only 262 libraries nationwide and only 16 in Illinois to receive a star rating. The library's collection includes approximately 300,000 items, with an annual circulation of over 1 million. There are over 100 staff members (66.2 FTEs). The library is open 72 hours per week, year round. The annual budget is \$5.8 million and the library is in sound financial shape.

The Downers Grove Public Library was started in 1891 when The Ladies Library Association began a small reading room above the Farmers and Merchants Bank on the northeast corner of Main and Curtiss in Downers Grove. In 1895, it held 600-700 volumes. The library experienced steady growth throughout the 20th century, which included new structures and additions. Over 100 years after its founding, the residents approved an \$8.2 million referendum to reconstruct and update the library by adding an addition. The new 67,738 square foot building opened in February of 1999, which remains the current footprint of the building. Interior renovations

completed in 2014 and 2018 responded to service needs to help DGPL continue to be a place for **everyone** to discover, grow, play, and learn.

On April 25, 2018, the Board of Library Trustees of the Downers Grove Public Library approved Strategic Plan 2017-2020, which included purpose, values, core services, and strategic focus, in addition to goals, objectives, and actions. According to that plan, the purpose of the Downers Grove Public Library is to be a place for **everyone** to discover, grow, play, and learn; **everyone** is welcome and entitled to a sense of a belonging here. We make good on this promise by espousing the following essential values: providing barrier-free and equal access for all; making opportunities for and supporting lifelong learning; fostering relationships; being responsible with our resources; and exercising the freedom to seek, receive, and share information. We execute what we believe and hold in high regard by providing the following core services: developing and maintaining an up-to-date collection; presenting a variety of cross-cultural and entertaining programs for all ages; providing instruction, guidance, and access to physical and digital resources; delivering stellar customer service; and offering spaces for meeting, studying, creating, and having fun. Lastly, *how* we focus our purpose and essential values to deliver these core services is inextricably linked to our strategic focus which is to **excel** in delivering service and managing community resources; **engage** with our community and the world; **empower** individuals at all ages and stages of life, and **evolve** with and alongside our changing community.

When the pandemic postponed many of the 2020 goals, the Board of Library Trustees extended the timeline for Strategic Plan 2017-2020 into 2021. The equity, diversity, and inclusion work included in the 2020-2021 objectives led to the creation of an Equity Strategic Plan, which will be incorporated into the next full strategic plan. The [Equity Strategic Plan](#) was approved by the Board of Library Trustees on April 27, 2022.

5. Scope of Work

DGPL is seeking an experienced professional facilitator to perform the following:

- a. Facilitate the strategic planning process using a methodology effective for public libraries.
- b. Gather data through community research that focuses on library users, non-users, and stakeholders, including Board and staff, to identify Library needs/wants.
 - i. Community input is a key component of this planning process and may include:
 1. Focus groups/individual interviews/public input sessions
 2. Online survey
 3. Phone interviews
 4. Other methods as identified by the consultant. Please include your proposal suggestions for handling research.

- c. Facilitate planning meetings and input sessions (public, Board, and staff sessions).
- d. Review the current purpose and values statements and facilitate revisions.
- e. Identify service priorities, goals, objectives, and activities.
- f. Write and present the strategic plan that will be communicated to the library's stakeholders. The final deliverable should include:
 - i. An up-to-date community profile and identification of community markets.
 - ii. An assessment of the library's environments, including evaluation of strengths and weaknesses, quality of services, reputation, management, and budget, etc.
 - iii. Clear, concise, and attainable goals, objectives, and activities that are measurable and for which the library will hold itself accountable.
 - iv. Prioritized implementation and key milestones for each initiative.
 - v. Specification of a built-in process of regular review, evaluation and adjustment to the plan resulting from changes in the economic, demographic, or political climate.
- g. All raw and summary data is to be delivered to DGPL at the conclusion of the planning process.

6. Proposal Content Requirements

- a. A cover letter providing a brief description of the firm or individual name, address of consultant, telephone number, and email of principal contact person.
- b. Executive summary of the highlights of the proposal, not to exceed one page in length, conveying the consultant's understanding of the purpose and expected outcomes of the project.
- c. A list of key personnel who would be involved in the process and their experience/expertise. If you plan to contract with a third party vendor to conduct the community research component, please identify which firm you plan to use.
- d. A summary of the consulting firm's qualifications and relevant experience.
- e. A work plan that includes a description of the methodology, tasks, timeline, and estimated total amount of time that would be spent on the project.
- f. Exclusions or exceptions. Note any parts of the proposal that are beyond the expertise of the consultant or would be better handled by Library staff.
- g. A schedule of costs that includes consulting, supplies, number of onsite visits, cost per trip, and other costs associated with the planning process. Costs for data gathering and analysis (community research component) must be listed separately.
- h. References and contact information for three (3) organizations for which

the facilitator has provided strategic planning services. A public library would be preferred as one of the three references.

7. RFP Standards and Selection Criteria

- a. DGPL reserves the right to cancel the award of contract any time before the execution of the contract by both parties. The responding consultants bear sole risk and responsibility for costs incurred in the preparation of the proposal.
- b. No Library Board or staff member shall have a financial interest in the proposal.
- c. In cases of disputes over differences of opinion as to the services in the proposal, the decision of DGPL shall be final.
- d. DGPL reserves the right to: ask for clarification in the proposal if the need arises; select a planning consultant based directly on the proposal; negotiate further with one or more respondents.
- e. DGPL reserves the right to reject any or all responses to this RFP.
- f. The proposal will be evaluated by DGPL and will include the following criteria:
 - i. Responsiveness of the written proposal to the purpose and scope of the project.
 - ii. Demonstrated knowledge, skills, and experience in conducting strategic planning projects for public libraries.
 - iii. Methodology and timeline for carrying out tasks in the scope of work.
 - iv. Cost to complete the process.
 - v. Ability to meet deadlines and operate within budget.
 - vi. Positive experience and success in strategic and library planning; satisfactory performance record (references).

8. RFP and Planning Process Timeline

- a. Proposals must be received via email before 5:00 p.m. September 2, 2022.
- b. All questions must be received no later than August 26, 2022.
- c. Consulting firm selected will be discussed at September 28, 2022 DGPL Board Meeting.
- d. Strategic planning begins in November, 2022.
- e. A draft report/plan and executive summary are to be submitted to the Library Director three (3) weeks in advance of the final deliverable date.
- f. Final deliverable to be presented in person at the July 26, 2023 Board Meeting.

Strategic Planning Proposal for the Downers Grove Public Library

August 29, 2022



Proposal submitted by:



Amanda E. Standerfer, Founder and Lead Consultant
Fast Forward Libraries LLC
712 Arlington Ct.
Champaign, IL 61820
217-821-2880
amanda@standerferconsulting.com
fastforwardlibraries.com

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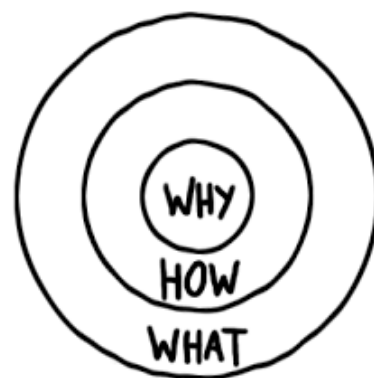
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Cover Letter

I am pleased to submit this proposal to Downers Grove Public Library (DGPL) for strategic planning process facilitation and consulting. I am the founder and lead consultant for Fast Forward Libraries LLC, a small consulting group specializing in assisting libraries and nonprofits over the past 20 years with focused, flexible planning processes to increase their performance and impact. Besides strategic planning, we assist organizations with fundraising and development planning, capacity building/organizational development, staff training and team building, data collection and analysis, and grant writing.

This proposal details a grounded research planning process that will result in a focused, actionable 3-5-year strategic plan for DGPL. The Fast Forward Libraries team has extensive experience working with public libraries and strives to maximize community and stakeholder input, reflection, and learning so the resulting strategic plan is compelling, responsive, and focused. We are steeped in organizational development methods and group dynamics, both essential elements of the strategic planning process. We specialize in processes leading to a graphical one-page strategic plan (see examples provided), which is vital for community and stakeholder communication and a visual reminder of the strategic direction during the life of the plan.

The graphical one-page plan is supported by an annual activity plan to guide the day-to-day management of the plan that roll up to the established strategic directions, mission, and vision. Using [Simon Sinek's "Golden Circle" \(Why? How? What?\)](#) model and PLA's new ["Strategic Planning for Public Libraries" by Joy L. Fuller](#)¹ as a framework for the process, stakeholders at all levels find connection and purpose in the plan which makes success achievable.



Each process we facilitate is customized to achieve shared goals. Helping libraries develop their strengths and become learning organizations is our passion because libraries are the anchor of democracy in our society and we need to evolve to respond to community needs in holistic ways that honor the complexities of our society. Adopting the practices of a learning organization during the planning process will equip DGPL to be a flexible, nimble, and vital institution for decades to come.

It's exciting that DGPL is engaging in strategic planning and considering library impact in the community. Strategic planning is a crucial development activity and will positively impact DGPL for years to come. I think you will find that our proposal closely aligns with your needs. Please do not hesitate to email or call with any questions. I look forward to hearing from you!

Amanda E. Standerfer

Lead Consultant

August 29, 2022

¹ Our client [Indian Trails Public Library District](#) in Wheeling, Illinois is heavily featured in this new publication.

Executive Summary

The Downers Grove Public Library (DGPL) seeks to engage in a collaborative, participatory planning process that will result in a comprehensive 3-5-year strategic plan for the library. After the uncertainty of the last two plus years, it's a good time to celebrate success, assess what's working, deepen community connections, and set a course for the next three plus years. Using a fresh, streamlined strategic planning process, DGPL can consider what opportunities exist and how to evolve to increase impact in the community and broaden partnerships, especially focusing on reaching underserved populations through an appreciative inquiry and grounded research approach. To that end, this proposed learning-focused strategic planning process will result in a clear, adaptive plan that is grounded in the library's strengths to streamline decision-making and focus on impact. The planning process is organized into three phases:

LEARN: Core to the planning process is learning. Learning requires research, information gathering, dialogue, and analysis. A considerable amount of time is devoted to learning during this process—both internally within the library, and externally out in the community—to help participants deeply connect with all things DGPL. Our role as process facilitators is to direct learning activities and to serve as a guide during the process.

Internal learning: Board and Staff members will have several opportunities to participate in and contribute to the strategic planning process during this phase including engaging in an environmental scan, SOAR (strengths, opportunities, aspirations, results) analysis, and survey.

External learning: Community input (qualitative and quantitative) will be gathered in multiple ways. We will concurrently engage in a community needs assessment process using focus groups and interviews to gain a broad view of what's on the minds of community members representing various stakeholders and groups, especially focusing on non-users. At the same time, we will conduct a community survey to get broad community input about library strengths and impact. In addition, we will compile data on community demographics and community organization strategies to give additional context to the process. We will look for strengths and connections to help Trustees and Staff consider DGPL's role in new ways.

Throughout our learning, we'll use the library's Equity Strategic Plan as a guide for inquiry and opportunities to weave that work into the process.

At the end of this phase, we will present a Learning Report with a summary and interpretations to Trustees, staff, and funding bodies. The Learning Report is key to informing the agenda for the DREAM phase of the process and will serve as the mid-point progress report for the process.

DREAM: During this phase, Trustees and Staff members will synthesize the learning and dream about the future during retreat sessions. The retreat sessions allow for dedicated time and space to step back and think strategically, working through ideas together to build strategic plan elements, including a review of the current mission statement and core values.

DO: Finally, the plan will start to take shape, and we'll spend time during this phase developing and revising documents and graphics that make the plan come to life. We'll develop an activity plan that will guide implementation over the life of the plan and help DGPL think about the plan's narrative and milestones. We'll also develop an evaluation framework and talk about reporting structures to communicate success to stakeholders and the community.

The final product will be a comprehensive, data-driven, outcome-focused strategic plan with an accompanying one-page graphical version. The plan will be realistic in scope and includes a recommended activity plan draft with an evaluation framework. Committing to this process and way of operating will require clear communication and buy-in from Staff and the Board. The results will unify and energize all involved!

A Note on COVID-19

Planning always comes with unique challenges and opportunities for the organizations involved. Current events dictate further complications with renewed efforts to fight COVID-19 and its variants. As such, this plan relies on gathering community, staff, and stakeholder aspirations, wants, and needs using a hybrid of virtual engagement tools and, should conditions allow, in-person methods.

With extensive experience in virtual community engagement and collection of qualitative data, the consultants of Fast Forward Libraries can confidently deliver virtual engagement and planning activities when necessary. In our experience, there is no substitute for in-person conversations and engagement. However, virtual options remove some barriers and allow for collection of ideas and opinions from a more diverse pool of community members and stakeholders. When it is safe for communities and stakeholders to gather in person, our consultants will be there to lead activities. Ideally, a hybrid virtual/in-person approach will be adopted regardless of the effects of COVID-19.

Your Strategic Plan Overview / Summary of Deliverables

Deliverable	Purpose
Learning Report <ul style="list-style-type: none"> Comprehensive report of all data gathered during the initial phase of the planning process, including a community demographic profile with 2010 to 2020 comparisons (as available). Provides analysis and findings that help the staff and Board build strategic plan elements. 	<ul style="list-style-type: none"> Key tool for informing strategic planning process. Summary to provide community members and stakeholders as support for strategic plan elements.
One-page Graphical Plan <ul style="list-style-type: none"> High-level graphical version of the strategic plan. Quick reference for: <ul style="list-style-type: none"> Vision Mission Strategic Directions Goals 	<ul style="list-style-type: none"> For communication about strategic direction. Use in library (as a flyer and poster), on website, and in publications. Use in Board reports as reminder of high-level strategy. Use in staff areas as reminder of high-level strategy. Use with library users/the community in publications and at meetings as a reminder of high-level strategy.
Strategic Plan Document <ul style="list-style-type: none"> This is the expanded, more traditional text-heavy strategic planning document for Board approval. It provides additional context and detail about the planning process and other plan components. 	<ul style="list-style-type: none"> Use on your website as the “full plan” for community/stakeholders to review. Staff should have access to this document so they can understand their role in implementation.
Implementation Elements: Activity Plan and Evaluation Framework <ul style="list-style-type: none"> The activity plan is an internal document for staff/Board to use when planning annual activities that will help meet the plan goals, timeline, and staff responsibilities for the activity. The activity plan can also be used for internal updates/reports to streamline strategic plan management. The activity plan changes and is updated annually by staff. The evaluation framework breaks down which metrics will show progress for each goal. 	<ul style="list-style-type: none"> Staff use the activity plan to detail annual activities and accomplishments. The activity plan can also be used to set individual performance goals. The activity plan can be used to develop progress reporting using template. Evaluation framework, aligned with goals, helps stakeholders understand metrics that show strategic plan success.

Key Personnel and Qualifications/Experience

Amanda E. Standerfer, MA, MLIS



Amanda's passion is helping libraries and nonprofit organizations advance so they can create meaningful impact in their communities. Since 2002, Amanda has served as a consultant and facilitator, working with libraries, nonprofits, and small businesses on strategic planning, fundraising, organizational development, and capacity building (operating as a sole proprietor until formalizing as Fast Forward Libraries LLC in early 2022). Recent clients include [PrairieCat](#) (library consortium in Illinois), [Indian Trails Public Library District](#) (Wheeling, IL), and [Spring Lake District Library](#) (MI).

Amanda was most recently the Director of Community Engagement for [The Urbana \(IL\) Free Library](#). She's spent about half of her career working in philanthropy (as Program Officer for [The Lumpkin Family Foundation](#) based in Mattoon, IL and as Program Director with the [Southeastern Illinois Community Foundation](#), serving Effingham and Mattoon, IL) and the other half in libraries (as Head of the Adult Division at the [Decatur \(IL\) Public Library](#) and as Director of the [Helen Matthes Library](#) in Effingham, IL). She loves melding her library and philanthropy knowledge – a self-proclaimed “philanthro-brarian.”

Amanda has twice been elected to the Board of the [Illinois Library Association](#) (ILA), most recently completing a three-year term in 2016. Amanda was also selected as a member of the first class of *Synergy: The Illinois Library Leadership Initiative* and one of only two librarians ever selected for participation in *Leadership Illinois*.

Amanda holds a B.A. and an M.A. in history from [Eastern Illinois University](#) and an M.S. in library and information science from the [University of Illinois at Urbana-Champaign](#). You can find out more about Amanda on [LinkedIn](#).

Amanda is the lead consultant for this project and will manage all aspects of the process.



Sarah Forbes, PhD.

Dr. Sarah Forbes is the founding Director of Student Academic Success at [Rose-Hulman Institute of Technology](#), helping students to discover new strategies to achieve their academic goals. Prior to this, Sarah spent 10 years as the Director of Data Management and Reporting. Her role in the Office of Institutional Research, Planning and Assessment was to manage data collection and reporting to all functional units on campus as well as to external constituents. She also served as a liaison between Academic Affairs and Enterprise Information Technology, helping each group to identify their needs and streamline both data entry and reporting processes.

Prior to working at Rose-Hulman, Sarah worked at the [Helen Matthes Library](#) in Effingham, Illinois. There she focused on marketing, outreach, and adult education.

In her spare time, Sarah serves as a research consultant to non-profit organizations. Sarah earned a B.A. in Psychology from [McKendree University](#), an M.A. in Experimental Psychology from [Indiana State University](#), and a Ph.D. in Curriculum and Instruction from [Indiana State University](#).

Sarah assists with community survey development and compiles data for the Learning Report.

Laura Huddleston, BA, MLIS



Laura Huddleston is an experienced children's librarian, having served over ten years at the Mattoon Public Library as the Children's Department Head. During her tenure at MPL she handled all aspects of the department including community outreach, grant writing, and collections management. Laura currently works for the Lumpkin Family Foundation, a private family foundation in Mattoon, Illinois. As the Program Associate, she is both grants manager and web administrator for the foundation while also dabbling in some program work and supervising interns.

Laura holds a B.A. in Spanish from Eastern Illinois University and a MLIS from IUPUI. In her spare time, Laura works as a contractual consultant for Fast Forward Libraries and manages two teenagers and a beagle at home. Laura's role is to draft and review documents as the plan elements come together.

Laura is the project manager, providing logistical support, and manages the development of the Learning Report.

Jennie Grace, BFA



Jennie Grace is the Graphic & Web Designer for [The Urbana \(IL\) Free Library](#), a position she's held since 2007. Jennie holds a BFA in graphic design from [Eastern Illinois University](#).

Jennie creates the one-page plan document.

Work Plan

Phase I: LEARN

The first phase of the strategic planning process is the longest and the most important! During this phase, we'll spend time gathering data internally and externally to inform the strategic planning process.

Form the Planning Team: First, we will establish the Planning Team (5-7 staff and Trustees) to work with Amanda to guide and manage the planning process. The Team meets regularly throughout the process (as a group and via email) to give input about various aspects of the process and to edit/refine process/plan documents. To get started, we'll hold a kick off meeting to finalize the timeline, get some initial input, and start planning the community survey and focus groups/interviews. The Planning Team will gather internal and external documents to inform the process, like library data, evaluation reports, previous strategic plan reports, information related to the development of the Equity Strategic Plan, community demographic data, and strategic plans for other community organizations.



Board & Staff Process Orientation & Input: It is key to generate excitement about the process with the Board and staff and to involve them early in the process. To do this, we'll focus inward. Amanda will hold sessions with the Board and staff to get them oriented to the strategic planning process and conduct an environmental scan, SOAR analysis (similar to a SWOT, but with an appreciative inquiry lens focusing on strengths, opportunities, aspirations, and results), and get input on what else the Board wants to learn as part of the process. Paired with these sessions is a Board and staff survey to allow for further reflection and input after these initial discussions.

Community Needs Assessment Focus Groups & Interviews: To gather input from non-users, we will use a needs assessment approach. It is key to reach out to community stakeholders and groups working with underserved populations to ask for their assistance in organizing specific focus groups and encouraging participation in the process. These focus groups and interviews will give vital input into the process related to overarching community concerns that the library needs to consider during the planning process.

Gather Community Feedback & Conduct Research: At the same time as the community needs assessment process, we'll gather community and stakeholder feedback via a survey. The community survey is key to gaining a broad understanding of DGPL's current state, strengths, and potential future direction from community members that care about the future of the library. Amanda will develop the community survey (edited and approved by the Planning Team) to get qualitative and quantitative input on:

1. **Awareness of Library Services** – How aware are respondents of the various library services? Where do they learn about what's going on at the library? (This data can be benchmarked for future evaluations.)
2. **Value and Satisfaction** – What aspects of DGPL's work do respondents value the most? Are they satisfied with DGPL's work? (This data can be benchmarked for future evaluations.)
3. **Community Needs** – What are top community needs? How might the library address these needs?
4. **Future Focus** – What's important going forward? What are DGPL's strengths? How should DGPL measure success?
5. **Other relevant questions** – Operating hours? Facilities? Accessibility? Support of a future referendum? TBD by the Planning Team

In addition, we'll compile community demographic data and complete a scan of community organization strategic plans to identify needs, opportunities, and gaps.

At the end of this phase, Amanda, Sarah, and Laura (with assistance from library staff) will gather all information into a Learning Report. The Learning Report will identify gaps in services and provide findings that will ground the Board and staff retreats in the next phase.

Deliverables:	Finalized planning process timeline with meeting dates. Learning Report that includes analysis and findings from information gathered/reviewed, survey, focus groups, and interviews. Regular check-ins with Library Director.
Timeframe:	November 2022 – February 2023

Phase II: DREAM

This phase starts with a Planning Team meeting to review the Learning Report and plan for the Board and staff retreats.

Board Retreat Session: The 3-4-hour Board retreat will focus on reviewing learning and dreaming about the future. During the retreat, we'll get the Board up to speed on the planning process, review and discuss the Learning Report, review and update the vision, mission, core values, affirm strategic directions, and set plan goals. During the session, the Board will also talk about possible activities that will help achieve plan goals. We'll use our time to critically think about what's most important for DGPL, including new services that will address priorities, services to discontinue, capacity building strategies, methods of outreach that might attract underserved populations, and funding implications.

Staff Retreat Session(s): During this phase, we'll also hold a 3-4-hour staff retreat (or multiple, shorter retreats to maximize staff participation) to also share the Learning Report and dream about the next 3-5 years. Staff will reflect on the Board's progress in developing the plan and spend time brainstorming activities that will help achieve plan goals. This input is valuable to the activity plan that will guide implementation. (Note: While it's best to have the Board retreat before the staff retreat, we are flexible with the timeline for these sessions as which retreat is held first is not critical for the overall development of the plan.)

It's important that everyone feel engaged at the retreats and that their perspectives are expressed and respected, so the facilitation will be flexible to accommodate for multiple input methods. At the end of the sessions, participants will feel confident that DGPL is on the right track for transformative change, rooted in strategies for equity, innovation, and flexibility in the delivery of library services.

The final piece of this phase is another Planning Team meeting to debrief on the retreats and discuss a draft strategic plan outline.

Deliverables:	Board and staff retreat sessions. Strategic plan outline. Regular check-ins with Library Director.
Timeframe:	February – April 2023

Phase III: DO

In this phase, we'll draft and revise the various plan documents. Amanda, Laura, and Jennie will prepare drafts of the graphical and written versions of the plan and the activity plan. The Planning Team will review and edit the drafts. In addition, we will share the drafts with key staff and stakeholders for feedback.

After Planning Team review, we'll present the draft plan documents to the Board for final comment/revisions. This session will allow the Board to clarify next steps and discuss an implementation and communication strategy for the plan.

After the Board session, Amanda will make revisions and present final plan documents for approval. Final implementation steps, like finalizing the activity plan, and developing the evaluation framework will take place with the Planning Team around the time of Board approval to move from strategic planning to implementation.

Deliverables:	All draft plan documents approximately one month after the retreat sessions with final documents presented a month after presentation of the drafts. Regular check-ins with Library Director.
Timeframe:	May – July 2023

Phase IV: IMPLEMENTATION

Transitioning from the planning process to implementation is critical and often where the library's management team gets stuck. Without a clear plan of how to transition to implementation, a strategic plan can get set aside and the momentum of the planning process is lost. We recommend reading [“Managing Transitions: Making the Most of Change” by William Bridges](#) for guidance during this period. Amanda is also available for transition coaching support for the Library Director or staff teams working on implementation plans.

Exclusions or Exceptions

Fast Forward Libraries is pleased to offer Spanish translation of the community survey for an additional fee (see the Work Plan). Unfortunately, at this time, no other languages are available.

Fast Forward Libraries excludes any interpretation service related to the focus groups or interviews. The library is responsible to provide any on-site interpretation services required.

Fast Forward Libraries excludes any cost related to the printing and/or mailing of the community survey. A print-ready version of the survey will be provided upon survey launch and the library can print and distribute this version at the library and throughout the community. While a mailed survey is not recommended, the library may choose to print and mail the survey at their own expense. The library might want to consider a postcard mailing to the community to inform them about the online survey (this type of mailing is less costly and has been effective in other communities). Fast Forward Libraries would advise the library during this process, but not be responsible for any cost associated with the final product. In addition, the library is responsible for entering all printed surveys into Survey Monkey.

Schedule of Costs and Timeline

Phase I: LEARN			
Goal: To finalize the planning process and receive community/stakeholder feedback that will inform the strategic planning process.			
What	Who	When/Duration	Cost
Planning Team Kick-Off Meeting: Review process and timeline, discuss information gathering needs, and initial information gathering.	Amanda and Laura with Planning Team	November 2022 2 hours preparation 1.5-hour meeting (via Zoom videoconference) 1 hour follow-up	\$500
Community Survey Development and Administration: Develop survey instrument and refine with Planning Team. Administer and monitor survey with Planning Team assistance with link distribution. <i>*Print survey available for distribution. Library staff enter responses.</i> <i>**Mailed survey not recommended. Mailing cost not included.</i> <i>***Spanish translation of SurveyMonkey version of the community survey is available for \$2,000. This includes a paper version of the survey for the library to print on-demand.</i>	Amanda and Sarah with assistance from Planning Team	November – December 2022 20 hours survey development 10 hours survey administration/monitoring Email/phone meeting(s) as needed	\$3,000
Initial Board & Staff sessions: Conduct a process orientation, environmental scan, and SOAR analysis. <i>*Scheduled with the in-person focus group sessions.</i>	Amanda with Board/Staff	December 2022 or January 2023 4 hours preparation 1.5-hour session with Board (in-person if possible) Up to three 1-hour session with staff (in-person & via Zoom) 4 hours follow-up and reporting 1 day on-site	\$3,000 <i>*These sessions could be all virtual to reduce cost.</i>
Board and staff Survey: Develop and administer survey/s as approved by Planning team specific to internal feedback, especially related to future training needs of staff.	Amanda and Sarah with assistance from Planning Team	January 2023 6 hours survey development, administration, and monitoring	\$600

Community Needs Assessment Focus Groups and Interviews: Up to 6 focus group sessions (in person and virtual) and 8 interviews to learn more about community concerns from stakeholders (like government and school leaders) groups not already connected with the library. Planning Team members will invite focus group/interview participants. <i>*Scheduled at the same time as the initial Board and Staff Sessions.</i>	Amanda and Laura with assistance from Planning Team	December 2022 or January 2023 1 hour planning meeting with Planning Team (via Zoom) 2 hours focus group registration and preparation Up to 6 focus groups, one-hour each (in-person and via Zoom) Up to 8 interviews, up to 30 minutes each (via Zoom or phone) 8 hours notes and reporting 1 day on-site	\$3,000
Learning Report: Develop report that analyzes and synthesizes all information gathered (including library and community data supplied by library staff).	Amanda, Laura, and Sarah with editing assistance from Planning Team	February 2023 35 hours learning report	\$3,500
Phase I total (inclusive of supplies and travel):			\$13,600

Phase II: DREAM

Goal: To report learning to the Board and staff and build plan elements at retreat sessions.

<u>What</u>	<u>Who</u>	<u>When/Duration</u>	<u>Cost</u>
Planning Meeting: Review Learning Report and prepare for Board and staff retreats.	Amanda and Planning Team	February 2023 1 hour preparation 1-hour meeting (via Zoom videoconference) 1 hour follow-up	\$300
Board Retreat Session: 3-4-hour, in-person session with Board to review learning and develop strategic plan elements.	Amanda	March 2023 4 hours preparation 4-hour meeting with Board 2 hours follow-up 1 day on-site	\$3,000

Staff Retreat Session: 3-4-hour, in-person session (if gathering all staff in one meeting is not possible, we can hold multiple, shorter sessions to maximize participation) with staff to review learning, review strategic plan elements developed by Board, and brainstorm activities to achieve plan goals. <i>*To keep travel costs low, the Board and staff retreat sessions will be held on consecutive days.</i>	Amanda	March 2023 <i>4 hours preparation</i> <i>4-hour meeting with staff</i> <i>2 hours follow-up</i> <i>1 day on-site</i>	\$3,000
Planning Team Debrief Meeting: Check-in with Planning Team to review strategic plan outline document. Deliverable: Strategic plan outline.	Amanda and Planning Team	April 2023 <i>4 hours preparation</i> <i>90-minute meeting (via Zoom videoconference)</i> <i>1 hour follow-up</i>	\$700
Phase II total (inclusive of supplies and travel):			\$7,000

Phase III: DO

Goal: To develop and refine all plan documents, develop activity plan aligned with evaluation framework, and prepare for plan approval.

<u>What</u>	<u>Who</u>	<u>When/Duration</u>	<u>Cost</u>
Document Development: Develop graphical and written plan for review by Board. Deliverable: Draft plan documents for review.	Amanda and Laura	April - May 2023 <i>30 hours</i>	\$3,000
Planning Team Meeting: Prepare for presentation to the Board.	Amanda and Planning Team	June 2023 <i>2 hours presentation development</i> <i>1 hour meeting (via Zoom)</i>	\$300
Board Meeting: Meeting with Board to review all plan documents and make final revisions.	Amanda with Board	July 26, 2023 <i>2 hours preparation</i> <i>1-hour meeting with Board (in-person)</i>	\$1,200

Deliverable: Final plan documents for approval.		<i>2 hours follow-up</i>	
Activity Plan and Evaluation Framework: Develop draft documents for review by Director/Planning Team to launch plan implementation. Deliverable: Draft activity plan and evaluation framework.	Amanda and Director/Planning Team	June-July 2023 <i>1-hour meeting with Director/Planning Team/staff via Zoom</i> <i>6 hours document development</i>	\$600
Phase III total (inclusive of supplies):			\$5,100
Grand total (not to exceed): (inclusive of supplies and travel):			\$25,700

Phase IV: IMPLEMENTATION

Goal: To support the transition from planning to implementation.

<u>What</u>	<u>Who</u>	<u>When/Duration</u>	<u>Cost</u>
Coaching Sessions: Meet with Director or designated staff working on implementation to support the transition from planning to implementation.	Amanda and Director or designated staff	As needed after plan approval <i>1-hour per meeting with pre- and post-call support (via Zoom)</i>	\$150/each

References

Mr. Brian Shepard

Executive Director
Indian Trails Public Library District
847-279-2202
bshepard@indiantrailslibrary.org

Facilitated comprehensive strategic planning process for public library serving 67,000 residents.

Ms. Donna Richards

Board President
Pollard Memorial Library
Lowell, MA
978-502-7373
Donna.S.Richards@gmail.com

Provided facilitation for strategic planning process for public library serving 111,306 residents.

Ms. Carolyn Coulter

LLSAP Services Manager / Director
PrairieCat
309-623-4176
carolyn.coulter@railslibraries.info

Provided strategic planning facilitation for multi-type library automation consortium.

Ms. Ann Hokanson

Executive Director
Traverse des Sioux Library System
Minnesota Multicounty Multitype Library Systems
Coordinating Council
833-837-5422 x. 700
ahokanson@tds.lib.mn.us

Provided facilitation for seven multicounty multitype library systems across Minnesota to create the group's first member-informed, joint strategic plan.

I am happy to provide contact information for any client listed on the following page – just ask!

Client List

Library Strategic Planning:

- Allegan District Library (MI)
- Bellwood Public Library (IL)
- Black River Falls Public Library (WI)
- Cary Area Public Library District (IL)
- Chillicothe Public Library District (IL)
- Cheltenham Township Library System (PA)
- Des Plaines Public Library (IL) (department-level strategic planning)
- Duluth Public Library (MN) – Every Child Ready Duluth Initiative
- Elk Grove Village Public Library (IL)
- Helen Plum Library (Lombard, IL)
- Highland Park Public Library (IL)
- Indian Prairie District Public Library (Metamora, IL)
- Indian Trails Public Library District (Wheeling, IL)
- Kewanee Public Library (IL)
- Lakeland Library Cooperative (ILS only) (Grand Rapids, MI)
- Lake Villa District Library (IL)
- Lapeer District Library (MI)
- Mahomet Public Library (IL)
- Minnesota Library Association
- Minnesota Multicounty Multitype Library Systems
- Mt. Zion Public Library District (IL)
- Nashua Public Library (NH)
- Norfolk Public Library (NE) Palatine Public Library District (IL)
- Plainfield Public Library District (IL)
- Pollard Memorial Library (Lowell, MA)
- PrairieCat ILS (northern IL)
- Prairielands Library Exchange (MN)
- Resource Sharing Alliance NFP (central IL)
- Richland Community Library (MI)
- Schaumburg Township District Library (IL)

Nonprofits (strategic planning facilitation unless noted):

- Coles County Habitat for Humanity (Charleston, IL, board retreat)
- Coles County United Way (Mattoon, IL, board reorganization and strategic planning)
- Effingham County Museum (IL)
- Family Service of Lake County (IL)
- Fit-2-Serve (Mattoon, IL)

Library Strategic Planning (con't):

- Spring Lake District Library (MI)
- Three Rivers Public Library District (Minooka, IL)
- Tippecanoe County Public Library (Lafayette, IN)
- Traverse des Sioux Regional Library System (MN)

Library Organizational Capacity Building:

- Broadview Public Library District (IL, community survey)
- Elmhurst College (IL) (Staff retreat)
- Grayslake Area Public Library District (IL) (unified service desk reorganization)
- Grayslake Area Public Library District Foundation (IL) (capacity building)
- Helen Plum Library (Lombard, IL) (culture code)
- Indian Prairie Public Library (IL) (Board and Staff retreat facilitation)
- Indian Trails Public Library District Foundation (Wheeling, IL) (fundraising planning)
- Lillie M. Evans Public Library District (Princeville, IL, focus groups)
- Mahomet Public Library (IL) (fundraising planning)

Library Training, Workshop, Webinar, or Coaching:

- Bloomington Public Library (IL) (fundraising capacity building)
- Fast Forward Library Leadership Cohort (leadership development program – two sessions annually)
- Illinois Library Association (Trustee Day programs)
- InfoPeople (webinar)
- LACONI consortium in northern IL (strategic planning workshop)
- Next Level Library Leadership Institute (FL) (coaching)
- Reaching Across Illinois Library System (webinar)

LSTA 5-year Evaluation Projects:

- Idaho Commission for Libraries (2021)
- Illinois Environmental Council / Education Fund
- Illinois Stewardship Alliance (Springfield, IL)
- Lincoln Memorial Garden (IL)
- Mid Illinois Big Brothers Big Sisters (Effingham, IL division)
- Sullivan Chamber and Economic Development (IL, board retreat and strategic planning)



Strategic Planning Consulting Services

Downers Grove Public Library
Downers Grove, IL

Prepared by ReThinking Libraries
September 2, 2022

September 2, 2022

Julie Milavec
Library Director
Downers Grove Public Library
jmilavec@dglibrary.org

Julie,

ReThinking Libraries is pleased to submit a proposal for consulting services to assist in the development of a *Strategic Plan* for the Downers Grove Public Library (DGPL). Over the past several years, our team has developed a successful and efficient way to plan with libraries. Instead of strict adherence to a fixed methodology, we work with each client to tailor the planning tools and process to best fit each library and their community. We focus on the overarching goal of creating a strategic plan that can live and react to today's quickly shifting world. Regardless of overall methodology settled upon with you, our work typically includes the following activities including specifically for you:

- Collection and library data analysis
- Direct input from stakeholders (users and non-users), staff, and board members with a focus on aspirational input over problem-focused input, adapted to COVID related constraints as necessary
- Segmented and mapped demographics
- A comparison benchmark report (with multiple comparison cohorts including state, regional, national, and elite/aspirational)
- Discussion of best practices for 21st century libraries as a part of the stakeholder input process and strategic retreat, which is part of our aspirational input (or appreciative inquiry) process.
- Utilization of your recently developed Equity Strategic Plan to inform both the process approach and the strategic plan development.

All findings are synthesized, and goals and strategies are collaboratively developed to successfully guide Downers Grove Public Library into the future. The final deliverable provides DGPL with a process to keep its strategic plan living, breathing, and updated throughout its lifetime.

This proposal is firm and irrevocable for 90 days. We look forward to the opportunity to respond to questions and further explain our process as needed. Please don't hesitate to contact us with any questions.

Best regards,



Rob Cullin
Managing Principal
13092 Grand Vue Drive
Carmel, IN 46032
317-509-3268 rob@rethinkinglibraries.org

Executive Summary

The Downers Grove Public Library's (DGPL) leadership has expressed interest in consulting services to assist with the creation of their next strategic plan. ReThinking Libraries (RTL) is pleased to submit a proposal for partnering with DGPL on this important project. It is understood that DGPL is embarking on this process to develop a plan to guide decision-making over the next three to five years. It will define the role of the Library and governance by the Library Board of Trustees and will also serve as a framework for setting Library vision, goals and creating a service plan. The plan will reflect the needs and realities of the Library, align with the overall needs of the Downers Grove community and help elevate the role of the Library to a higher level of service. RTL will utilize DGPL's recently developed Equity Strategic Plan to help inform the process approach and insure that the developed strategic plan itself supports and works in concert with that plan.

This is intended to be a highly collaborative process incorporating extensive input from Library leadership, Library Trustees, Friends of the Library, community leaders and residents. Input will be gathered using a variety of means as determined by the consultant and the Library Strategic Planning Team. It is intended to engage both users and non-users of the Library. We will work with the Library to determine the best approach, whether it is virtual, in-person or a hybrid process incorporating both virtual and in-person activities in the development of the plan. Every effort will be made to conduct this process in an inclusive manner allowing broad participation while taking into account the Library desires, local COVID guidelines and the comfort level of participants. It is also understood that the Equity Strategic plan will inform the full Strategic Plan.

The RTL team views its role in this project as facilitator and collaborator. We don't make decisions for you; we help you make the best decisions about your Library's present and future. We will analyze information and offer professional recommendations based upon observation, stakeholder feedback, demographics, and assessment of Downers Grove Public Library's existing services, facility, and community. We will also facilitate staff and board strategy planning meetings to help the team find the right strategic vision for your community's library. RTL will work with the DGPL team, prior to the formation of the plan, to benchmark and evaluate library practices, staffing, efficiencies, etc. Once the plan has been created, RTL will also be available to DGPL to offer best practices for measuring progress as the plan is implemented.

Of key importance to a project such as this is the quality of the communication and collaboration between RTL and DGPL's Strategic Planning Team. As your consultants, we must effectively share analyses and opinions, so all stakeholders can fully understand the implications of decisions that may be made. In turn, the Strategic Planning Team must help RTL fully understand the local context related to any resulting choices. Timely response in providing requested information and replies will help to keep the project on schedule and all participants fully engaged.

The Strategic Planning Team members will actively participate in the creation of the *Strategic Plan* so they are fully invested in the process and the final product. It is essential all involved have a clear vision of what needs to be done based on the in-depth assessment of the existing situation, the consideration of new and emerging trends in library services, and an understanding of local realities and sensibilities. Included will be training on processes allowing for the on-going evaluation of progress toward the established goals and the understanding and confidence to develop new strategies as the plan evolves.

Company/Consultant Information

In 2004 Rob Cullin helped Kimberly Bolan start Kimberly Bolan & Associates, a national library consulting firm based outside Indianapolis (IN). Once Kim returned to work as a library administrator, Rob continued his work in library consulting. Janet Nelson joined Rob in 2019 and they relaunched the business as ReThinking Libraries in 2020. Over the past 18 years, the RTL Team has been involved in numerous facilities projects, strategic plans, building programs, and other work with hundreds of libraries across the US. Clients range from small rural public libraries to large urban facilities, and everything in between. The RTL Team focuses on helping public libraries improve their operations and better serve their constituents. Our team is passionate about understanding what it takes to be a successful and thriving 21st century library.

For this project, RTL's team will be led by Managing Principal, Rob Cullin though just as actively involved will be Principal/Senior Consultant, Janet Nelson. Together Rob and Janet will be responsible for coordination of all onsite and offsite work, managing the project communications and timelines, and coordinating all deliverables. We may partner with other RTL Associates and will include them in the project as needed, but the bulk of the work performed is done by us.

Rob Cullin helped launch Kimberly Bolan & Associates in November 2004 which evolved into ReThinking Libraries in 2020. Rob's primary involvement with KBA began in 2005 when he and Kim co-authored *Technology Made Simple* and began writing and presenting together across the United States. Since then, Rob has been involved in many of KBA/RTL's strategic and facility planning projects. Through his previous work as President and Co-Founder of Evanced Solutions, LLC (later acquired by Demco, Inc.) he was involved with thousands of libraries across the USA, Canada, and Australia. With a broad set of experiences reaching beyond libraries, Rob has direct specialties in strategic planning, community engagement, complex data and demographic analysis, marketing, service, and organizational design. He was also named a *Library Journal* "Mover & Shaker" in 2008.

Janet Nelson co-founded ReThinking Libraries with Rob Cullin in 2020. She has over 20 years of experience in the education market, 17 of those years with Demco, Inc. Starting as a Furniture Product Manager, she moved into a variety of more strategic roles during her tenure with Demco. Her focus has always been directed toward helping librarians and library staff to better serve their communities. Janet began collaborating with Kimberly Bolan on teen library spaces through the Demco Library Interiors in 2006 and over time, that evolved into more comprehensive projects and shared speaking engagements on library trends. Additional projects at Demco involved engaging with industry partners and library leaders/staff to better understand and create dialog around the immediate and future needs of libraries. She began working with Rob on library consulting in 2019. Her specific areas of expertise include strategic planning, marketing strategy, research and development, and space planning.

Toby Greenwalt (our newest associate) is a librarian, technologist, and strategic thinker focused on finding new ways for libraries to connect with communities and demonstrate their impact to a wider audience. He has held multiple roles in public libraries over the past 17 years, most recently as Director of Digital Strategy Integration at Carnegie Library of Pittsburgh. In that time, he developed multiple initiatives geared toward helping libraries create, publish and understand data. This led to his participation in Civic Switchboard, an IMLS-funded project to guide libraries in building strategic partnerships in the civic data ecosystem. Throughout his career, Toby has been an active collaborator in the national library space, serving as a founding member of both the Center for the Future of Libraries advisory board and the Public Library Association's Committee on Equity, Diversity, Inclusion, and Social Justice. Specific areas of expertise include strategic planning, service design, digital equity, data analysis, technology planning, and community engagement. Toby received his MLS from the University of Illinois at Urbana-Champaign in 2005 and was named a *Library Journal* "Mover and Shaker" in 2009.

Our Strategic Planning Experience

Strategic planning is a primary service offered by RTL and Rob has led over 45 public library strategic plans in the past 7 years. Janet has been involved in developing over 22 strategic plans in the two and a half years she has been with the organization. Our services are differentiated by our custom approach that is adapted to the needs of each client. The process evolves throughout the course of the project to achieve the best results. Our approach can be very basic for libraries that are new to strategic planning or quite advanced for those pushing for more cutting-edge approaches to library service.

The team has been involved in strategic planning for a multitude of organizations since 1996. Our work has taken place with libraries, library associations, non-profit organizations, and small and large for-profit businesses. We have been facilitators, analysts, executives, team leaders, and team members in plan development. Since 2014 alone, RTL team members have worked with over 100 different library organizations; conducted over 600 community engagement sessions with over 9,000 attendees; and conducted over 75 online surveys with over 20,000 participants. We don't just plan community engagement with our clients, we help them successfully get people engaged in the processes.

Throughout these experiences, as well as Rob and Janet's previous business experiences, they have worked with a variety of strategic planning methodologies, approaches, and styles. This variety has enabled them to utilize many different approaches in addressing planning for various types of organizations, communities, and organizational cultures.

A sampling of the recent Strategic Plans and Community Assessments facilitated:

- Mount Prospect Public Library (IL) – (2021-2022) – [Strategic Planning](#)
- Newburgh-Chandler Public Library (IN) – (2021) – [Strategic Planning](#)
- Fulton County Public Library (IN) – (2021-2022) -- Strategic Planning
- Charlotte Mecklenburg Library (NC) – (2020-2021) – Facility Master Planning
- Handley Regional Library (VA) – (2019-2020) – Facility Master Planning
- West Haven Library (CT) – (2020-2021) – [Strategic Planning and Efficiency Study](#)
- Adrian District Library (MI) – (2020-2021) – [Strategic Planning](#) and Facility Planning
- Saline District Library (MI) – (2020-2021) – [Strategic Planning](#)
- Catawba County Public Library (NC) – (2019-2020) – [Strategic](#) and Master Facilities Planning
- Waverly Public Library (IA) – (2018 and 2020) – [Strategic Planning](#) and Facility Assessment
- Cedar Falls Public Library (Cedar Falls, IA) – (2020) – Strategic Planning
- Liberty Lake Public Library (WA) – (2019) – [Strategic and Facility Planning](#)
- Alexandrian Public Library (IN) – (2019) – Strategic Planning
- Redford Township Public Library (MI) – (2018) – [Strategic](#) and Facility Planning
- Orion Township Public Library (MI) – (2014 and 2017) – Strategic and Facility Planning
- Allen County Public Library (Fort Wayne, IN) – (2018) – [Strategic](#) and Master Facilities Planning
- St Joseph County Public Library (South Bend, IN) – (2017) – [Community Needs Assessment](#)
- Pike County Public Library (Petersburg, IN) – (2017) – Strategic Planning and Facility Assessment
- Niles Public Library (IL) – (2017) – Strategic Planning
- J. Prendergast Library Association (Jamestown, NY) – (2017) – [Strategic and Sustainability Planning](#)
- Charlevoix Public Library (MI) – (2016) – [Strategic Planning](#)

For all of these clients and our many others not listed here, we worked to determine the approach and methodologies to provide each library the best results and fit within their allotted budgets.

Underlined projects above are hyperlinks to sample project reports. Additional samples can be made available upon request.

Our Philosophy and Approach

RTL believes that every community is different which means that every library is different. What works in one community may not work in another (even nearby) community. Our approach to library planning and assessment is based on collaboration, open communication, and showing stakeholders “the possibilities” for their Library. It is also about identifying what stakeholders and members of the community want and need from their Library in terms of services and spaces. Understanding the community and the Library is at the center of our process.

At a core level, RTL is not married to a single philosophy or methodology of strategic planning. A variety of different approaches and tool sets can help any organization arrive at a solid plan. Throughout our professional work, we have been exposed to and worked with many philosophies, processes, and tools and, if selected, we will work with your team to determine what tools and methodologies best fit your community and your library.

All that being said, RTL does have two overriding philosophies that drive our vision for successful and dynamic strategic planning for 21st century libraries:

1. Robust community input from library users, non-users, community leaders, staff, and board members based on aspirational discussions instead of problem-focused dialogue. Though we don't formally call this Appreciative Inquiry, many of the premises and approaches are similar.
2. A final plan that is dynamic and easy to “live.” The plan must maintain a certain level of flexibility, while still being measurable, to address the shifting landscape facing today's public libraries.

Our methodology centers on the previously mentioned philosophies and helping organizations build both a strategic framework and a more strategic-minded culture. We incorporate research and analysis of existing data with direct staff and user input gathered through community engagement sessions, online surveys, and one-on-one discussions. Typically, RTL's process leads to a 2-6-page high-level plan that encompasses the top levels of strategy for the full-time frame of the plan. Once finalized RTL works with the library leadership to develop a separate annual work plan which focuses on the operational level with the details and tactics of the plan based on a 12-month timeline. This work plan development is repeated each year, developing the next 12-month detailed plan.

A big strength of this process is its inherent design around feedback. As you live the plan, the process helps you constantly evaluate your Library against what is planned and, when necessary, allows for changes and adjustments to be made. No plan can predict the future. The best plan and process is one that accepts this fact and builds evolution into the process, while still maintaining a discipline holding to the higher mission and vision of the library and the community.

Regardless of the process and tools chosen for your project, RTL's overall goal for strategic planning is to encourage our clients to think and innovate. We are interested in motivating libraries to move to the next level. We want our clients to end up with a concise plan they can live and breathe, not just file with their state agency and/or stick in a drawer. Our role is not to develop the “consultants' plan” or the “staff and board's plan” for DGPL. Rather, our responsibility is to help DGPL educate its public, generate ideas and solutions, and develop a plan that reflects its community members and the future.

Public libraries in the 21st century, regardless of size and budget, can thrive and become the center of their community, providing valuable services and facilities for residents of all ages. Focused and visionary planning is the only way libraries can continue to be successful within the confines of limited human and fiscal resources. The result is an improved library that effectively delivers services targeted to the community's expectations and compatible with the library's overall vision, mission, and goals.

Work Plan

ReThinking Libraries takes a holistic view of planning. We incorporate library usage data, local demographic and psychographic information, multiple forms of community input and benchmarking data to develop a plan seeking to understand past history but focusing on future aspirations and the initiatives and activities needed to achieve the vision. Our expertise in community engagement is a strength and we help libraries maximize community participation during the input phase. Since we work nationally, we are adept at navigating the requirements of different library governance structures and are familiar with the wide variety of funding models characteristic of public libraries. We are well versed in the trends impacting today's libraries and have practical experience that can be applied to a variety of different situations.

Our own processes have been tested over recent years, but we have successfully adapted and are now well versed in conducting planning activities in virtual, hybrid or in-person environments based on health requirements and client desires. We have also had opportunities to dig more deeply into some pressing concerns including diversity, equity and inclusion, homelessness and poverty, sustainability, and other issues that are core to libraries collectively and to specific communities. These new approaches have resulted in more engaged participation by both organizations and individuals and plans that more deeply address some of the core issues making libraries vital to their communities. For DGPL we would also see the new Equity Strategic Plan being a key tool in developing your process approach and will use it as a tool to make sure our engagement, analysis, and outreach efforts live up to the goals and requirements set forth in that plan.

The events of the past few years have also made it clear that it is virtually impossible to predict the future and therefore critical that organizational culture, plans, and processes are designed in a way that is flexible and can adapt rather than collapse under pressure. The nimble approach we encourage has helped our clients modify their approaches and move their libraries forward, even when their expected plans and outcomes change. This holds true in a crisis like we just experienced or simply as library and community needs change.

As part of a typical strategic planning process, RTL will:

1. **Conduct a kick-off meeting and establish timeline:** discuss process and define initial elements such as DGPL Strategic Planning Team introductions, timeline, Library data requirements, community engagement methods, etc. Timeline will become more detailed as expectations are more clearly defined and schedules are developed. Depending upon scope, time of year, and library resource availability; plans typically take 3-7 months to complete.
2. **Review and analyze data and information** gathered throughout this process and work with the Strategic Planning Team, discussing what it means to be a successful and thriving 21st century library and how that translates to the planning process. The Benchmarks, Demographics, Collection Analysis, and Technology Assessments are all started and often completed during this stage, leaving room for learnings along the way to drive adjustments in these assessments. All of this work is done by Rob with the exception of the optional Technology assessment which would be done by Toby.
3. **Gather and analyze stakeholder input** from the community (users and non-users), staff, board members, etc. via community stakeholder discussion sessions and surveys. Working with the DGPL Marketing team is essential in promoting both the community discussion sessions and the surveys through multiple channels.
 - a. Our typical approach for a library of DGPL's size involves conducting about 8-12 stakeholder sessions. RTL will work with DGPL leadership to develop the right approach to community input and engagement that works best for your library and community. RTL can offer some sessions in Spanish (executed in Bilingual Spanish/English) as an option.

- b. The format of sessions is generally as follows but will be tailored to your specific needs. These descriptions provide a sense of the scope of community input we will want to replicate, if possible, based on local guidance surrounding public health restraints.
 - i. Targeted Groups: 7-10 Total (Staff (3-5), Board (1 including Director), and targeted representative members of the public who are personally invited to the sessions).
 - ii. PLUS, at least one or two (1-2) Open All-Community Session.
 - iii. The content for these sessions can be the same or may be focused on particular topics essential to the community. Even when the overall discussion framework is the same, RTL tailors the conversations based on the experiences, life stages, and discussion interests of those in attendance.
 - iv. The targeted sessions may involve reaching out to specific groups (e.g., parents, seniors, educators) or may be defined by a particular topic (e.g., Youth and Education, Equity/ Diversity/Inclusion) whereas the open forum is more general and available to anyone in community who is interested in participating.
 - v. This phase centers around showing people the possibilities for their library and gathering aspirational input. For every client, RTL develops at least one but often multiple custom conversation enabling presentations that best suit the client's community.
 - vi. DGPL's Equity Strategic Plan will be a key component and tool utilized in developing the specific approach to your engagement plan and outreach efforts.
 - vii. IF adjustments are needed related to the pandemic, or it just makes more sense for some or all of your groups to meet virtually, RTL has become very skilled in stimulating good conversations and discussions in these virtual sessions. In some cases, the staff and community discussions we've had virtually, have even been better as the format offers some advantages in keeping discussions balanced and making sure everyone feels like they can contribute. However, for the general public accessibility needs to be kept in mind as to not keep people out of the process.
 - viii. With RTL you will always get Janet and/or Rob leading your engagement sessions. We only utilize associates for note taking, never for leading these engagement sessions.
- c. RTL can also work with the Strategic Planning Team to develop and conduct a general web-based convenience survey of the public. Our approach is to work with our clients to promote and advertise the survey on a broad level, targeting users and non-users.
 - i. RTL does not recommend spending extra library dollars to conduct full scientific-level studies. RTL has been involved in projects that made this investment and, in the end, did not get fundamentally better or more useful results than with this convenience survey approach. Our approach uses surveying tools to get a good measure of the community's view though certainly skewed a bit toward library user perspectives.
 - ii. A paper version of the survey is also provided to the library (copies supplied by the library) for distribution to those community members who prefer that format. Typically, library staff or volunteers then enter these completed surveys, but RTL can provide this service for a separate fee.
 - iii. If desired, a Spanish version of the survey, in both paper and online format can be provided for an additional fee.
 - iv. Again the Equity Strategic Plan will help inform the design and promotion strategies of this survey.
 - v. Janet leads all work on the Survey, including design, launch support, and analysis.

4. **Develop and deliver the “Findings Book”.** A “Findings Book” is developed from the data and research conducted and distributed to participants about 1 week prior to the Strategic Retreat. This book includes all of the pertinent information gathered and analyzed during the process. Summaries, key takeaways, in addition to full data sets are all included or linked from the book. Typically, this single PDF document ranges from 80 to 180 pages. The size is largely driven by the number of surveys completed and how much feedback is gathered at the engagement sessions. The extent of the data analysis options selected also plays a key role in the size of this document. Rob and Janet collaborate to compile this findings book.
5. **Facilitate a Strategic Planning Retreat.** This is typically a 6-to7-hour long strategy session that usually includes 15 to 25 people including, but not limited to, staff (both supervisory and non-supervisory), board members, community leaders, and general community members. During this *Retreat*, we will distill the input gathered (concentrated in the Findings Book) and discuss that, along with best practices for 21st century public libraries. Through a series of small group and larger group exercises, the session will work to surface top issues and strategic opportunities that will ultimately lead to the final plan. DGPL’s current mission, vision and values will also be reviewed and refined or developed to relate back to the key strategies. Through the retreat process, RTL continues incorporating an aspirational approach to the planning process. The group will work to discover:
 - DGPL’s identity (What is DGPL? What does DGPL want to be?)
 - The key ingredients and focus of DGPL strategies
 - DGPL’s Mission, Vision and Core Values

Our approach to this retreat, always seems to illicit feedback from participants around how interesting it was, and how much fun they had working through the process. We have developed a solid approach to this day; however, we are always adjusting for each client and situation as needed.

RTL will work with DGPL to ensure that this planning retreat and the results from it are in alignment with the Equity Strategic Plan. This will include who and how the retreat is executed and insuring that developed strategies have the desired equity, diversity, and inclusion lenses that are called for in that plan.

Rob and Janet will BOTH always be present for your strategic retreat. We may pull in other associates if it makes sense but we co-lead this retreat with Rob focused on activities related to developing the strategic focus areas and initiatives, and Janet focused on Mission, Vision, Value assessment and development/edits.

6. **Develop a high level 2-6-page Strategic Plan.** This is the initial deliverable directly resulting from the *Retreat*. This document is the “Quick Reference Guide” that library leadership and staff can live, breath, and easily refer to on a day-to-day basis. RTL can present this plan to the Board and/or community at the appropriate time, if desired.
7. **Assist the Library Planning Team with the creation of a detailed Work Plan.** This 12-month time frame document which will be developed each year focuses on the details of the 2-6-page plan (e.g., action steps, tactics, milestones, resources, budget/funding, etc.). This *Work Plan* is developed primarily by Library leadership and staff with kickoff assistance from RTL, but the approach can be modified if needed. This is followed by remote guidance and assistance as needed.

Our process develops the long-term vision and identifies the areas where efforts are needed to achieve those goals. The annual work plan details the specifics to achieve progress toward the goals and is evaluated and adjusted on a regular basis. Since it is nearly impossible to predict the future three to five

years in advance, we have found the annual work plan to be much more productive as a means to guide the library. Typically, much of the work plan is developed by Library leadership and staff as they are much closer to the needs and capabilities of the Library and the community. As consultants, we are available to help guide the work plan and offer suggestions that help to push the Library in areas which may be outside of their comfort zone, but we can be more involved if needed.

Since the services we offer tend to be bespoke and tailored to needs of each client, we allow our clients to determine if there are some areas where they have staff expertise that may enhance the process. Our process is very collaborative, and our experience has shown that the involvement of Library leadership, staff, Board, Friends and the community encourages ownership and creates plan that is better understood and more easily acted upon.

OPTIONAL Technology Assessment:

This is a new optional RTL offering, based around new Associate Consultant, Toby Greenwalt, joining our team. Toby, in conjunction and with support from Rob, would do an overall assessment of the Library's technology position. We look at all areas technologies touch in the library: infrastructure, equipment, software platforms, processes, support levels, and provide feedback and guidance on best practices and the state of the library's current systems, offerings, and capabilities in comparison. A Technology Systems and Services report card is produced highlighting all of these areas, where the library is hitting the mark and where it could potentially use additional attention or resources. This would be an additional element added to the Findings Book, but also serves as a stand-alone report.

Deliverables

RTL's deliverables will/can include:

- A detailed community analysis including demographics, mapping of key social indicators/measurements
- Organizational and community assessments
- A multi-cohort comparison benchmark analysis of primary library metrics, regional, state, national and "best-in-class"
- Collection Turnover Analysis
- Overall Technology Assessment (OPTIONAL)
- A summary compiled from stakeholder sessions, online survey, etc., which will include key priorities and goals emerging from these inputs
- Outputs from Strategic Retreat including SWOT analysis and brainstorming exercises
- A 2-6-page high-level *Strategic Plan* focusing on the top 4-6 priorities coming out of the process. *This is structured in a way to be an asset for the board and administration to reference on a consistent basis to gauge progress easily and efficiently.*

SEE APPENDIX B – 2-6 PAGE PLAN EXAMPLES

- Assisting with the development of a detailed *Work Plan* that specifically addresses the details necessary for successfully executing the plan, including actions, timeline, resources, budget, etc. Most of the work here is done by the library staff but with the assistance and guidance of RTL.

Timeline Estimates

We will work with DGPL to determine the best approach and schedule activities and deadlines. The following outlines likely activities expected for the project. RTL will work with DGPL to develop the timeline that best meets the timing needs and balances the best results in terms of community engagement. We generally recommend doing community engagement September through November or Mid-January through May for best results. Staff and board sessions can be scheduled during any time of the year that aligns with schedules.

Anticipated Timeline

- | | |
|-----------------------|--|
| • November 2022 | Kickoff |
| • Nov. 2022-Jan. 2023 | Data Gathering and Analysis |
| • Dec. 2022-Jan. 2023 | Community Engagement/Stakeholder Planning and Promotion |
| • February/March 2023 | Staff, Board, and Friends Sessions & Interviews |
| • March/April 2022 | Community Engagement/Stakeholder Sessions and Surveys |
| • April/May 2023 | Synthesis, Delivery of Findings Book, and Planning Retreat |
| • June 2023 | High-level Plan Development & Delivery to Library – within 2 weeks following the retreat |
| • July 2023 | 1-Year Detailed Work Plan Development – Training, Support, and Assistance delivered following Retreat with ongoing support and assistance until the 1-year plan is complete. |
| • July 26, 2023 | Final Plan Delivered to the Library Board |
| • Annually | Ongoing Support/Assistance as needed with developing subsequent 1-year Work Plans |

Cost Estimate

Time and Material Option:

For this project, we are offering DGPL a **discounted rate** of:

- \$150/hour for Principals (Rob and Janet) (Normally \$170/hour)
- \$140/hour for Associates (Toby or others) (Normally \$160/hour)
- \$100/hour for Assistants or Notetakers (Normally \$120/hour)

Work Area / Deliverable	Typical Costs
Overall Project Management / Virtual Kickoff Meeting/ (Required)	\$2,600
Data Gathering and Analysis: Demographics, Multi-cohort benchmark analysis, Collection turnover analysis (Required but adjustable)	\$2,900 to \$4,900 depending on analysis options selected
Staff and Community Focus Group Facilitation (Required but adjustable)	\$4,500 to \$5,800 depending on how the engagement sessions are structured, typically onsite during a single 3-day visit
Technology Assessment (Optional)	\$3,500 (not included in total below)
Online Survey Design, Deployment, and Analysis (Recommended)	\$3,900 - \$4,500 for English Version (Online and Print Version) +\$750 Spanish translation online only OR, +\$1,200 Spanish both print & online
Strategic Retreat, includes all prep, data packet compilation, and virtual or onsite time (Required)	\$5,300 depending on approach and structure, ideally done onsite during a single 1-to-2-day visit.
3-5 Year High Level Plan Development (Recommended)	\$1,900 includes virtual presentation to board/leadership \$500 add for onsite delivery and review
12 Month Work Plan Development Assistance (Recommended)	\$900
Total Likely Range depending on options: (required and recommended elements only)	\$22,000 to \$25,900 plus expenses
Expected Expenses: All travel for Rob and Janet is driven (from Indy for Rob and from Madison, WI for Janet) per visit costs vary with length of stay for hotel charges Any onsite work for Toby (optional) would be flying into Chicago area from Pittsburgh.	\$2,200 to \$3,200 total expected range for 2 onsite trips (1 for focus groups and 1 for retreat) more onsite visits are possible Minimum Expenses for 1 day onsite (Rob and Janet only) with no overnight is \$680 (mileage, tolls, and meal per diem). Multi-day onsite visits typically add \$390-550/night Any onsite work for Toby (optional) would be flying into Chicago area from Pittsburgh.

OR...

Fixed Fee Option:

This option gives DGPL more predictable costs, but less flexibility in terms of scope of activities. It is limited to the following scope and onsite visits:

- 1 kick-off meeting and data gathering (via Zoom virtual meeting)
- Online survey development, hosting, and management provided by RTL but with promotion and advertising driven by the library (English Only)
- Data Analysis Options: general demographics and mapping, multi-cohort comparison benchmarks, collection analysis by collection segment/genre
- 3-day onsite visit for stakeholder sessions
 - Stakeholder sessions are capped at 10 sessions total (no more than 4 in any one day and over no more than 3 days, required to be consecutive). Staff sessions and sometimes board sessions are done virtually but at the client's discretion.
 - Typical schedule looks like this:
 - Day 1: 2-3 sessions starting at Noon, including an evening session
 - Day 2: 3-4 sessions including morning, 2-daytime, and an evening session
 - Day 3: 2-3 sessions last session complete by 2 pm
- 1 virtual or onsite session focused on the SWOT analysis
- 1 full day onsite for *Stakeholder Retreat (~7hrs) with one pre-Retreat virtual meeting*
- RTL primary driver of Strategic Plan with Library leadership in support
- Virtual *Strategic Plan* presentation to the board
- Virtual *Work Plan* kick-off meeting with staff
- Library Staff primary driver of Work Plan and Supplemental documents with RTL in support
- All other meetings and work to be completed remotely or via web/video conference, unless RTL, at their discretion, chooses to be onsite

Costs: \$24,500 + expenses

IF DGPL would like a fixed fee option for this project but with a different scope or approach we'd be happy to work on a mutually agreeable scope of services and provide a fixed fee option for that as well.

Billing Approach:

- For Time and Material Option billing is done monthly as incurred. Detailed invoices are provided with all expended time and incurred expenses listed with receipts.
- For the fixed price option, billing is handled in four phases
 - Phase 1: 25% -- Billed after initial Kickoff Meeting
 - Phase 2: 25% -- Billed after start of community engagement sessions & survey
 - Phase 3: 25% -- Billed after start of strategic retreat
 - Phase 4: 25% -- Billed after the delivery of the High-Level-Plan to the Library
- For both options, these expenses will be billed as they occur:
 - Travel expenses will be billed at cost. All travel will originate from Indianapolis, IN and/or Sun Prairie, WI based on driving to Downers Grove, IL for Rob and Janet and from Pittsburgh for Toby.
 - Any other miscellaneous (printing, shipping, etc.) expenses will be billed at cost but will be minimal.

References

Su Reynders, Executive Director

Mount Prospect Public Library

10 S Emerson St, Mount Prospect IL 60056

847-590-3220

sreynders@mppl.org

Projects: *Beginning in December 2021 and completing just recently, we facilitated and have collaboratively developed MPPL's newest strategic plan. In addition to our typical services, we also did more extensive staff workshops. MPPL had one of our most successful survey campaigns with over 2,000 completed surveys by the community.*

Jennifer Wrzesinski, Director

Adrian District Library

143 E. Maumee Street, Adrian, MI

517-265-2265

jwrzesinski@adrian.lib.mi.us

Projects: *This is one of our most recent Strategic Planning projects which began in September 2020 . and was conducted completely virtually due to COVID-19. As a result of the plan, a second. Initiative is underway to develop a Facility Plan that will better utilize the space within their building.*

Siobhan Loendorf, Director

Catawba County Library System

115 W C Street, Newton, NC

828-465-8664

sloendorf@catawbacounty.nc.gov

Projects: *Beginning in 2019 and completing in Fall 2020, we facilitated and developed the CCLS 2020-2024 Strategic Plan. We also assessed all eight locations and completed a facility plan for the Library System. This project was completed in a hybrid manner due to COVID-19 restrictions.*

We encourage you to speak to any of our clients or references or you may refer to RTL's website at www.rethinkinglibraries.org for additional information. Sample High-level Project Plans can be found in Appendix B.

APPENDIX A:

Resumes

ROBERT CULLINEmail: rob@rethinkinglibraries.org**ReThinking Libraries****2004 – present (2004 -2019 dba as Kimberly Bolan and Associates, LLC)***Managing Principal / Library Evolutionist*

Prior to starting ReThinking Libraries, LLC with Janet Nelson, Rob helped establish Kimberly Bolan & Associates in November 2004. His consulting work kicked off when he co-authored *Technology Made Simple with Kim Bolan* and began writing and presenting together with her across the USA. Rob has been involved in all of RTL's strategic plans and most of the strategic planning work completed by KBA. He has also completed a number of facilities projects under both organizations. Through his work as the Co-Founder of Evanced Solutions LLC and later at Demco, Inc., he has been involved with thousands of libraries around the world. With a broad set of experiences reaching even beyond libraries, Rob has direct specialties in community engagement, strategic planning, technology, data, demographic & psychographic analysis, marketing, and organizational design.

Relevant Project Experience:

Jennings County Library (IN) – Planning & Design, Strategic Planning, Org. Development (2014-Present)
 Tuscaloosa Public Library (AL) –Strategic and Facilities Planning, Feasibility Study (2021-Present)
 Mount Prospect Public Library (IL) – Strategic Planning (2021-2022)
 Newburgh-Chandler Public Library (IN) – Strategic Planning (2021-Present)
 Saratoga Springs Public Library (NY) – Strategic Planning (2020-2021)
 West Haven Library (CT) –Strategic Planning and Efficiency Study (2020-2021)
 Adrian District Library (MI) – Strategic Planning and Facility Planning (2020-Present)
 Saline District Library (MI) – Strategic Planning (2019-Present)
 Redford Township District Library (MI) – Strategic Planning (2018)
 Free Library of Philadelphia (PA) – POE Study (2018-2019)
 Allen County Public Library (IN) – Facility Programming, Planning & Design, Strategic Planning (2017-2018)
 Indianapolis Public Library (IN), New Eagle Branch – Facility Programming, Planning & Design (2017-2019)
 St Joseph County Library (IN) – Facility Master Plan (2017)
 Hamilton East Public Libraries (IN) – Facility Programming, Planning & Design (2015-2019)
 Lincoln County Public Library (NC) – Facilities Master Plan (2016-2017)
 Community Library Network (ID) – Facility Programming and Planning for 7 Branches (2015-2018)
 Anderson Public Library (IN) – Strategic Planning and Facility Planning (2015-2019)
 Greenwich Library (CT) – Facilities & Services Planning and Design (2013-2018)

ADDITIONAL EXPERIENCE:**Evanced Solutions, LLC, Indianapolis, Indiana****2002 – 2014***President and Co-Founder***As part of Demco, Inc. Madison, Wisconsin****2011 – 2014***Vice President***PUBLICATIONS:***Technology Made Simple*, Chicago: ALA, 2007.“Web, Library, and Teen Services 2.0,” *Young Adult Library Services*, Winter 2007.“Technology Planning: The Big Picture for Small Libraries,” *WebJunction* (November 20, 2006).**HONORS AND AWARDS:**

2008 Library Journal's Movers and Shakers Award

EDUCATION:

Purdue University, West Lafayette, IN and Indianapolis, IN, B.S. Electrical Engineering Technology
 GE Six Sigma – Green Belt Certified

JANET NELSONEmail: janet@rethinkinglibraries.org**ReThinking Libraries****2019 – present (initially dba Kimberly Bolan and Associates)***Principal and Senior Consultant*

Janet co-founded ReThinking Libraries, LLC with Rob Cullin in 2020. Prior to that, she began her career in the library industry in 1999 as a Furniture Product Manager with Demco, Inc. During her time there, she worked in a variety of roles but always with a focus on providing libraries across the US with the products and services to best serve their communities. She was part of the team that envisioned and developed a service offering, known today as Demco Interiors. Janet began collaborating with Kimberly Bolan & Associates, LLC on design projects in 2006, starting with teen spaces. The collaboration evolved into more comprehensive library projects, speaking engagements and co-authoring articles on library trends.

In addition to her furniture/project experience, Janet has been involved in market research, strategic planning, and customer engagement, all focused on more thoroughly understanding and serving library needs. While at Demco she facilitated a "What's Next?" Forum bringing together visionary library leaders and launched the online Ideas & Inspiration platform to share library ideas. With a broad set of experiences reaching even beyond libraries, Janet has direct specialties in strategic planning, marketing, research and development and space planning.

Relevant Project Experience:

Sun Prairie Public Library (WI) – Strategic Planning (2022-Present)
 Tuscaloosa Public Library (AL) – Strategic and Facilities Planning, Feasibility Study (2021-Present)
 Durham Public Library (CT) – Strategic Planning (2022-Present)
 Jennings County Public Library (IN) -- Strategic Planning (2022-Present)
 Mount Prospect Public Library (IL) – Strategic Planning (2021-2022)
 Fulton County Public Library (IN) – Strategic Planning (2021-2022)
 Newburgh-Chandler Public Library (IN) – Strategic Planning (2021-2022)
 Saratoga Springs Public Library (NY) – Strategic Planning (2020-2021)
 West Haven Library (CT) – Strategic Planning and Efficiency Study (2020-2021)
 Adrian District Library (MI) – Strategic Planning and Facility Planning (2020-2022)
 Saline District Library (MI) – Strategic Planning (2019-2021)
 Catawba County Public Library (NC) – Strategic and Facilities Planning (2019-2020)
 Handley Regional Library (VA) – Facility Assessment (2019-2020)

ADDITIONAL EXPERIENCE:**Nasco, Inc., Fort Atkinson, WI****2017 – 2019***Category Manager, Elementary Education/Early Learning***Demco, Inc., Madison, WI****1999 – 2016***Director, Library Engagement and Solutions*

- Collaborated on content strategy that included creation of *Ideas + Inspiration* website, webinars and relevant information and articles
- Developed *What's Next?*, a customer forum of influential public librarians, to explore future library needs
- Co-led start-up of Demco Interiors from feasibility studies to fully operational business unit

PUBLICATIONS:

"Just for Them", *Library Journal's Library by Design*, May 2010.
 Demco Ideas & Inspiration Blog Posts and Webinars, 2012 – 2016
 Demco Interiors Blog, 2012 – 2016

EDUCATION:

University of Wisconsin-Stout, Menomonie, WI, M.S. Home Economics: Clothing (Design & Manufacturing)
 University of Wisconsin-Stevens Point, Stevens Point, WI, B.A. Fashion Merchandising

Toby Greenwalt

ReThinking Libraries, LLC

2022 – present

Associate Consultant



Toby is a librarian, technologist, and strategic thinker focused on finding new ways for libraries to connect with communities and demonstrate their impact to a wider audience. He has held multiple roles in public libraries over the past 17 years, most recently as Director of Digital Strategy integration at Carnegie Library of Pittsburgh. In that time, he developed multiple initiatives geared toward helping libraries create, publish and understand data. This led to his participation in Civic Switchboard, an IMLS-funded project to guide libraries in building strategic partnerships in the civic data ecosystem. Throughout his career, Toby has been an active collaborator in the national library space, serving as a founding member of both the Center for the Future of Libraries advisory board and the Public Library Association's Committee on Equity, Diversity, Inclusion, and Social Justice. In addition to speaking and leading workshops nationally and internationally, Toby worked with several colleagues to launch CLUncon, which employed the unconference model to catalyze new ways of thinking about library service. Specific areas of expertise include strategic planning, service design, digital equity, data analysis, technology planning, and community engagement.

Relevant Project Experience:

Allegheny County Libraries Mobile App (PA) – Service Design (2020-2022)
 Carnegie Library of Pittsburgh Digital Service Desk (PA) – Service Design (2020)
 Civic Switchboard (PA) – Data Analysis, Staff Development, Service Design (2018-2020)
 Carnegie Library of Pittsburgh (PA) – Strategic Planning (2018)
 eiNetwork (PA) – Strategic Planning (2016)
 North Carolina State Library (NC) – Staff Development (2015)
 Skokie Public Library (IL) – Strategic Planning (2013, 2009)
 LibraryLinkNJ (NJ) – Staff Development (2013)
 CLUncon Unconference I and II (IL) – Staff Development (2012)

ADDITIONAL EXPERIENCE

Carnegie Library of Pittsburgh, Pittsburgh, PA

2014-2022

Director of Digital Strategy and Technology Integration

Skokie Public Library, Skokie, IL

2007-2014

Virtual Services Coordinator

SELECTED PUBLICATIONS AND PRESENTATIONS

"Healthy Skepticism," Chapter in Blockchain (Library Futures, Volume 3), Sandra Hirsh and Susan Alman, editors. Published by ALA Editions, 2019.
 "Closing the Loop: Community, Contradiction, and the Future of Libraries," Keynote address for BIBLIONET 2017 conference, Belgrade, Serbia.
 "Flywheel Libraries: Making Library Service Visible in the Information Ecosystem," Keynote address for Library 2.015 online conference.
 "The Wired Library," bimonthly column for Public Libraries, 2012-2015.

HONORS AND AWARDS

2013 - PLA Leadership Academy
 2009 - Library Journal "Mover and Shaker" award
 2007 - Synergy: The Illinois Library Association Leadership Initiative

EDUCATION

University of Illinois at Urbana-Champaign, M.S. Library Science
 Knox College, Galesburg, IL, B.A. Anthropology & Sociology

APPENDIX B:

Sample Strategic Plans

These are just a sampling of the variety of plan formats we've developed for our clients. We'll work with you to make sure the format of your plan is optimized to how you want and need it.



Mount Prospect
Public Library

Strategic Plan

July 2022 – June 2025

Approved by the MPPL Board of Trustees June 16, 2022

Mount Prospect Public Library
Strategic Plan 2022-2025

Introduction

Strategic planning is the systematic process of envisioning a desired future and translating that vision into broadly defined goals and a sequence of steps to achieve them.

Over the past two years, there have been changes in the world at large due to the global pandemic that have made it essential for the Mount Prospect Public Library (MPPL) to seriously evaluate if the needs of the community are being met. This strategic plan is meant to be used as a roadmap for meaningful change. The ultimate goal of this process was to hear directly from the community how the library can best serve them.

Background

The library last completed a strategic plan in 2019. That plan, effective from 2019 through 2023, was a hybrid strategic and operational plan created primarily by staff. In March 2020, when the pandemic emerged, the plan was put on hiatus. In 2021, the Board of Trustees approved a set of short-term goals designed to address the current environment. In late 2021 the Board approved a new strategic planning timeline and agreed to separate the strategic plan from the operational plan.

ReThinking Libraries, a professional strategic planning consulting firm, was hired to coordinate and facilitate the activities. The planning process was kicked off in January 2022 and the final plan was officially approved by the library board in June 2022. This plan will be effective from July 2022 through June 2025.

Approach to Planning

To ensure a thorough and positive planning experience, the library engaged in a collaborative, in-depth data gathering process with the community, library board, and library staff. These activities included:

- All-community survey (Over 2,000 received)
- Strategic Retreat (11 staff, 4 trustees, 4 community members)
- Staff and Board input sessions (6 sessions, 120 attendees)
- Community input sessions (12 sessions, 165 attendees)
- Mount Prospect demographic data and maps
- Key library related results from the Village 2020 survey
- Library benchmark analysis
- Collection utilization analysis

See the supplemental "Findings Book" for a comprehensive overview of the input received during the strategic planning process.

Mission Statement

A mission statement answers the question, "Why do we exist?" The library's current mission statement was reviewed during input sessions, and a new statement was written based on feedback.

- Cultivating community connections, inspiring learning, and enriching lives.

Mount Prospect Public Library
Strategic Plan 2022-2025

Vision Statement

A vision statement answers the question, "What do we want to achieve?" The library's current vision statement was reviewed during input sessions, and a new statement was written based on feedback.

- A connected community with opportunities for exploration and growth.

Values

Values define the culture and character of the library, and answers the question, "How do we behave?" The library's current values were reviewed during input sessions, and new values were written based on feedback.

- Community focus. Providing relevant services and fostering community connections.
- Adaptability. Being nimble and flexible to creatively meet changing needs.
- Inclusivity. Supporting and valuing the diverse needs of all.
- Welcoming. Creating an inviting, safe, and easy to use environment.
- Accessibility. Ensuring easy access to materials and services whenever and wherever needed.
- Learning. Encouraging an ongoing pursuit of knowledge and discovery that enriches lives.

Initiatives, Goals, Activities

The strategic initiatives, goals, and activities are the outcome of the data-gathering process and comprise the core of the strategic plan. They answer the questions, "What are our priorities and how are we going to address them?"

Strategic Initiatives

The strategic initiatives guide our actions in allocating financial resources and staff time. They do not eliminate efforts in other areas, but they receive the most focused attention of all the activities we undertake for the next three years.

- A. User Focused Spaces
- B. Community Focused Services and Awareness
- C. Improved and More Available Materials and Resources

Goals

Goals are designed to focus on what the community receives and not on the resources the library needs to deliver the service.

Activities

Activities are meant to illustrate possible actions the library will complete in order to meet the goals of the plan. They are not intended to be absolute, but rather realistic suggestions that reflect the current environment. As the environment changes, and more information is discovered during the research phase of each activity, changes are possible. The aim of the activities is to meet the identified goals.

Mount Prospect Public Library
Strategic Plan 2022-2025

Strategic Initiative A: User Focused Spaces

Goal A1: Provide residents with user-focused, comfortable, and inviting spaces that prioritize usage based on community needs and are furnished with modern, comfortable, and accessible furniture and fixtures.

Activities:

- A. Contract with an architect to create a facility Master Plan for the Main Library.
- B. Identify implementation timeline and funding of the Master Plan for the Main Library.
- C. Collaborate with the Village of Mount Prospect to expand, improve, or relocate the Community Connections Center that houses South Branch and Human Services.
- D. Evaluate the partnership with the Village and Human Services to define the benefits and requirements of sharing the Community Connections Center space.
- E. Identify expanded services and resources necessary to occupy an expanded, improved, or relocated South Branch.
- F. Identify and implement short-term improvements to the South Branch space, including minor space reutilization and improved furniture and fixtures.

Goal A2: Enable patrons to intuitively find their way through library spaces with excellent wayfinding and signage at all locations.

Activities:

- A. Conduct a signage audit in conjunction with Goal A1 and implement recommendations as appropriate at all locations.
- B. Create a new patron-focused website with simplified navigation and standardized naming conventions.

Goal A3: Provide eye-catching and interesting displays throughout all locations to enable unexpected and organic discovery of materials and resources by patrons.

Activities:

- A. Conduct a display and shelving audit in conjunction with Goal A1 and implement recommendations as appropriate.

Strategic Initiative B: Community Focused Services and Awareness

Goal B1: Provide convenient, non-traditional services that add value to the library's contributions to the community.

Activities:

- A. Evaluate providing passports and/or license plate stickers.

Goal B2: Offer a wide variety of interesting adult programs that appeals to a range of audiences.

Activities:

- A. Evaluate current adult programming and incorporate new ideas from the strategic planning results.

Mount Prospect Public Library
Strategic Plan 2022-2025

- B. Increase the coordination of adult programs across MPPL departments, including South Branch.

Goal B3: Meet patrons where they are and further embed library services and outreach within the community.

Activities:

- A. Evaluate the feasibility of installing kiosks, vending machines, or other self-service systems within the community.
- B. Investigate purchasing an outreach vehicle, such as a bookmobile or van, including what services could be provided “on the road.”
- C. Identify and evaluate added outreach visits and/or programming to senior homes, multifamily dwelling units, churches, and other spaces where the community congregates.

Goal B4: Provide in-house library services at times that are convenient for patrons and utilize staff resources during the most popular times.

Activities:

- A. Evaluate library hours at all locations and adjust to meet community needs.
- B. Review the list of closed days and adjust to address new or changed state or federal holidays.

Goal B5: Patrons will be aware of library offerings through a variety of channels, tailored to meet community needs.

Activities:

- A. Develop standardized, evergreen service offering materials in a variety of mediums that are suitable for new residents, new cardholder orientation, outreach events, etc.
- B. Create library card campaigns that target a variety of audiences and remove barriers to library sign up and use.
- C. Assess current communication efforts and identify a strategy to create and implement a marketing plan that is targeted and curated to best distribute information to the community.

Strategic Initiative C: Improved and More Available Materials and Resources

Goal C1: Patrons will find the materials they want, when they want, for reading, viewing, and listening for pleasure and knowledge.

Activities:

- A. Evaluate joining a resource-sharing consortium or group and make a formal recommendation to the Board that includes an implementation timeline and funding solutions.
- B. Increase the budget allocation for electronic materials with the intent to reduce wait times for popular materials.
- C. Establish a non-holdable collection consisting of popular materials, targeted to the browsing patron.

Mount Prospect Public Library
Strategic Plan 2022-2025

Goal C2: A variety of practical, fun, and up to date technology and other resources will be available to patrons to use at the library and check out to use remotely.

Activities:

- A. Conduct public technology audit to identify opportunities for improvement, ensuring that public technology is comprehensive, up to date, and easy to use.
- B. Increase number and type of circulating resources (i.e. Library of Things).
- C. Create a limited Digital Media Lab at the Main library that includes some makerspace elements.
- D. Evaluate opportunities to provide dedicated space for technology and makerspace resources at all locations.

Organizational Competencies

Even the best-run libraries may have room for improvement in certain operational areas, and these issues can make it difficult to provide services regardless of the library's priorities. Organizational competencies are what the library must do in order to improve the ability to provide the desired services articulated in the goals and are meant to increase the library's effectiveness and efficiency. In this plan, the impact of the pandemic on staff resources is addressed.

A. Marketing/Public Relations/Communications/Graphic Design



1. Clarify the objective of the department and clearly identify the purpose and desired outcomes. Collaborate with other library departments to identify priorities and best practices in order to maximize patron awareness.
2. Conduct a departmental assessment, including divisions of responsibility and workload.
3. Evaluate staffing and resources and adjust to meet the identified needs of the library, including revising processes and procedures as necessary.

B. Public Services

1. As the majority of this plan includes additions, improvements, and increases to public services, each public service department will conduct an assessment to identify what existing offerings need to be adjusted, shifted, or reduced to accommodate the new and improved services. During the assessment, staff will identify services that are no longer adding value. These services will be ended gently, understanding that they may be brought back in the future as needed. This assessment should include an evaluation of current staffing and budget resources.

Evaluation Process

This plan is designed to be flexible and responsive to changes in the economic, demographic or sociopolitical climate. The strategic initiatives and goals are broad enough to allow for necessary modifications to the activities that are carried out. Library management will work closely with the Board of Trustees prior to finalizing and implementing activities over the next three years. Progress will be reported at each regular library board meeting.

Initiative	Goal	Activities	Outcome
 <p>User Focused Spaces</p>	<p>Provide inviting, comfortable, modern, and accessible spaces that meet a variety of patron needs</p>	<ul style="list-style-type: none"> • Develop and implement a facility Master Plan (Main) • Improve and expand the South Branch facility • Implement intuitive wayfinding • Create a new easy-to-navigate, simplified website • Install engaging materials and resources displays 	<p>The community perceives the spaces are attractively and effectively supporting the needs of all users</p>
 <p>Community Focused Services & Awareness</p>	<p>Expand awareness and use of the library and its physical and virtual services</p>	<ul style="list-style-type: none"> • Provide convenient community services at the library • Create fixed and mobile satellite service locations • Expand off-site programming and outreach • Improve and expand adult programming • Adjust library facility availability to meet community needs • Create and implement a comprehensive marketing plan • Develop and implement library card campaigns • Create readily available evergreen service materials 	<p>The library is considered an important, relevant, and convenient community resource</p>
 <p>Improved & More Available Materials & Resources</p>	<p>Increase use of and satisfaction with the library's materials and resources</p>	<ul style="list-style-type: none"> • Expand access to materials through resource sharing • Allocate funds to electronic materials to meet demand • Create a dedicated collection for in-library browsing • Provide up to date technology and circulating resources • Expand digital media and makerspace tools and resources 	<p>Patrons are satisfied with quality materials and resources that are obtainable quickly and conveniently</p>



Our mission

is cultivating community connections,
inspiring learning, and enriching lives.



Our vision

is a connected community with
opportunities for exploration and growth.



We value

Community focus. Providing relevant services and fostering community connections.

Adaptability. Being nimble and flexible to creatively meet changing needs.

Inclusivity. Supporting and valuing the diverse needs of all.

Welcoming. Creating an inviting, safe, and easy to use environment.

Accessibility. Ensuring easy access to materials and services whenever and wherever needed.

Learning. Encouraging an ongoing pursuit of knowledge and discovery that enriches lives.



Saline District Library

2022 to 2026 Strategic Plan High-Level

Adopted: October 20, 2021



Process Facilitated by
Rob Cullin & Janet Nelson



Saline District Library – Strategic Plan for 2022-2026

OVERVIEW OF METHODOLOGY:

Beginning in January 2020 and completed in October 2021, under the guidance of Saline District Library's (SDL) Library Director and Board of Trustees, the strategic planning process was completed for the Saline District Library for years 2022 – 2026. Library consultants Rob Cullin and Janet Nelson of ReThinking Libraries (RTL) facilitated the process and analyses, but the library and their community made all of choices and decisions in the process.

The Process

SDL's strategic planning process included the following key areas.

Gathering and analyzing community input and data, which involved benchmarking, demographic analysis, and collection analysis. In addition, SDL staff and Saline area residents were involved in exploring ideas and possibilities for the library as a thriving 21st century library. Stakeholder sessions were conducted by RTL February 5-7th, 2020. Participants included the general public, Saline City Council, educators, Coalition for a Quality Community, business leaders, the arts community, senior citizens, Friends of the Library, SDL staff members, and library trustees. Participants included frequent library users and infrequent and non-users and ranged in ages and backgrounds. Overall, one hundred three (103) stakeholders participated in the discussions regarding SDL's services and strategic future. Since our process was interrupted due to the COVID-19 pandemic we conducted an additional staff session on August 27, 2021. In addition to the stakeholder sessions, an online survey was conducted between February 6th and March 5th, 2020. Four hundred twenty-eight (428) surveys were completed. Survey participants included frequent library users (81%) as well as infrequent and non-users (19%). Survey takers ranged from under 19 to over 75 years of age. About 77% of survey takers were between the ages of 26 and 65 years of age, 17% were over 65 and 4% were under 25 years of age.

Developing solutions during a one-day Strategic Planning Retreat held on August 28, 2021. During the Retreat, all data and community input was reviewed with a planning team of fifteen (15) people, consisting of the library director, staff members, library board members, community leaders, and the general public. From the data, the group worked to establish essential strategic areas, specific goals, and related investments required to implement the goals to help the library thrive over the next five years and beyond.

What We Heard

The stakeholder sessions and online survey explored several topics including customer service, youth services, adult services, local history and genealogy, outreach services, programming, technology and digital services, the facility/building, collections and resources, collaboration and partnerships, community awareness, and overall 21st century public library best practices. Detailed summaries of all stakeholder feedback and online survey results were provided in separate documents to SDL's leadership and reviewed in depth during *the Strategic Planning Retreat*. All stakeholder input, data analysis, and follow-up exploration work led to the strategic focuses, goals, and investments outlined on pages six- ten of this document.

Evaluation & Collaboration

With the goal of achieving all outlined goals over the next five years, SDL administration, staff, and board of trustees will regularly evaluate their progress and achievements. Objectives set forth in this plan will be further detailed each year in a 12-month detailed work plan developed by the library staff. These annual 12-month plans will address specific actions, objectives, and goals in addition to specifying timing, required staff and financial commitments. In addition, the high-level plan contained in this document will be re-evaluated each year by the board prior to the development of the next 12-month plan to ensure the high-level goals still align with the needs and goals of the community. This balanced and systematic process also emphasizes that the resulting plan will be iterative and evolve substantially over the next several years.

The keys to SDL's implementation, evaluation and, ultimately, the success of its strategic plan will be:

- A thorough understanding of the plan as well as active involvement in implementing the plan by staff and the Board of Trustees
- Frequent and ongoing communication between administration and staff
- Frequent and ongoing communication between SDL's staff and its community
- Active collaboration between SDL's Board of Trustees, City Council, administration, staff, outside organizations, and the community



SDL Revised Mission-Vision-Values

MISSION

Saline District Library ignites a joy of discovery and builds community through resources, opportunities, and new ideas.

VISION

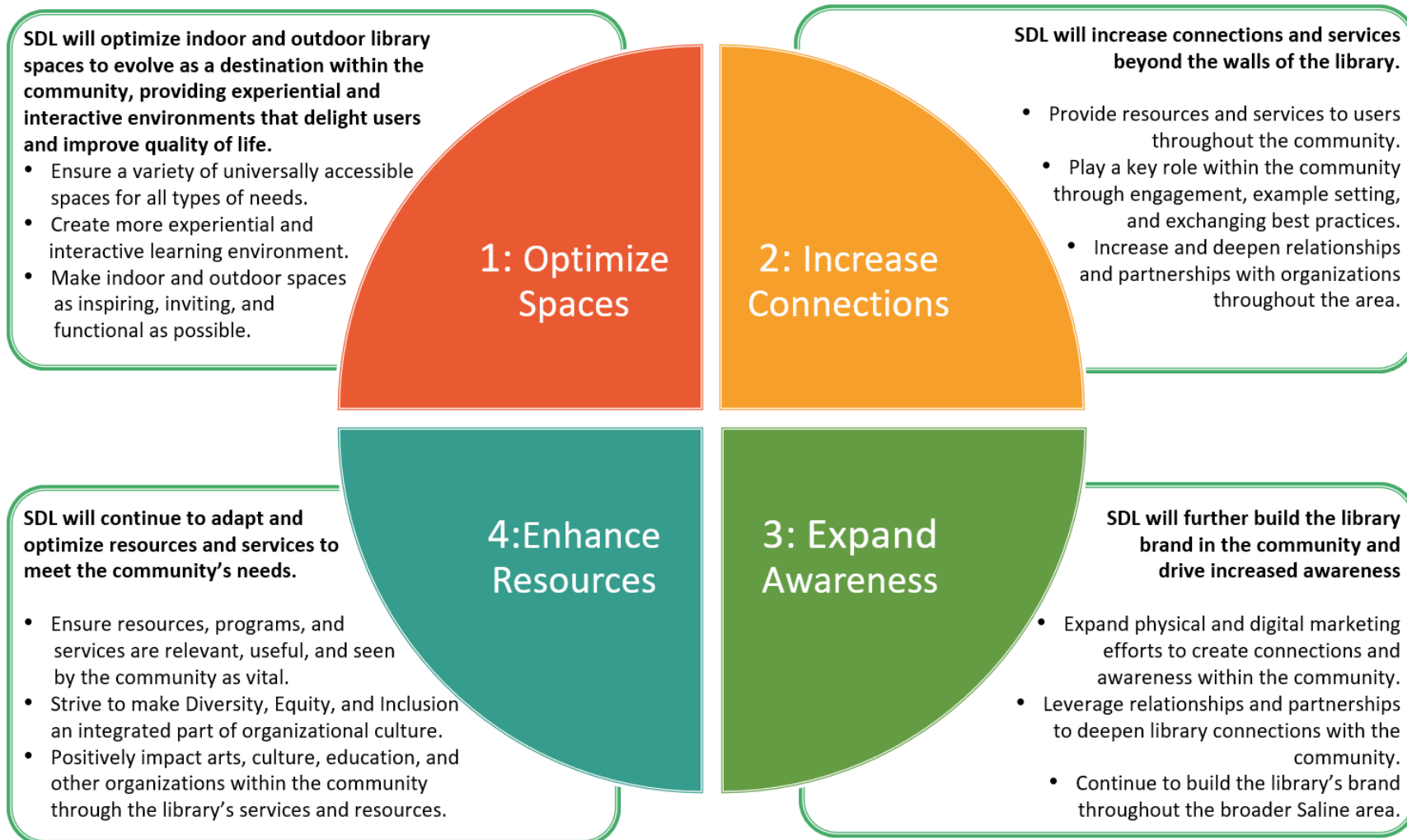
Our vision is a community empowered to discover, connect, and grow.

VALUES

The Saline District Library values:

1. Welcoming – Offering an inclusive and respectful environment where everyone feels welcome
2. Accessibility – Ensuring spaces, resources, and services for all within and beyond the walls of the library
3. Community – Creating meaningful, customer-focused experiences that engage, reflect, and enhance the community
4. Learning – Encouraging enrichment and lifelong learning through diverse resources and programs
5. Discovery – Sparking imagination and a sense of wonder that enriches lives

SDL: Strategic Focus Areas





1: Optimize Spaces

SDL seeks to optimize indoor and outdoor library spaces to evolve as a destination within the community, providing experiential and interactive environments that delight users and improve quality of life.

- Ensure a variety of universally accessible spaces for all types of needs.
- Become a more experiential and interactive learning environment for users of all ages.
- Make indoor and outdoor spaces as inspiring, inviting, and functional as possible

Priority Initiatives:

- Take a deep look at the current layout and space utilization of the library. Look at how those spaces need to be adjusted/updated and evolved to meet the current and future needs of the community and library users of all types and needs.
- Evaluate the current usage and availability of outdoor space surrounding the library. Look for innovative ways to better utilize and activate green space(s), look for ways to support usage and programming in these outdoor spaces.

Outcomes:

- Library is seen as a top destination for lifelong learning, leisure, and as a key 3rd place within the Saline area.
- Library is seen as an experiential and engaging destination for all ages.
- The library's outdoor spaces set a leading example for community spaces throughout the area.
- The library's spaces, services, and resources meet a high level of accessibility.

2: Increase Connections



SDL will increase connections and services beyond the walls of the library.

- Provide resources and services to users throughout the community.
- Play a key role within the community through engagement, example setting, and exchanging best practices.
- Increase and deepen relationships and partnerships with organizations throughout the area.

Priority Initiatives:

- Further invest and expand the library's outreach services and capabilities focusing on constituents with the highest needs and lowest access in terms of materials, programs, and technology.
 - Continue to build a strong staff and leadership focus on diversity, equity, and inclusion, making these key elements of the library's culture and everyday work, services, programming, staffing, and actions.
 - Invigorate relationship with Friends of Saline District Library, including promoting volunteer opportunities.
-

Outcomes:.

- Outreach services reach a higher percentage of underserved and more remote residents throughout the district.
- Community partnerships are expanded and/or strengthened to drive both awareness and accessibility.
- Library is seen positively as shearing information and engaging the community around issues where the library is playing a leading role: e.g., Education, DEI, and Community Engagement.
- Community organizations and agencies see the library as a critical partner to engage with on community related issues and initiatives.
- Community organizations seek the library as a first stop in launching new community initiatives or when they want to convene a larger audience around a specific concern or community focused issue.
- The library is a key player or even organizer in efforts to develop contingency plans around future community crises, such as pandemics, that may affect the broader area.



3: Expand Awareness

SDL will further build the library brand in the community and drive increased awareness.

- **Expand physical and digital marketing efforts to create connections and awareness within the community.**
- **Leverage relationships and partnerships to deepen library connections with the community.**
- **Continue to build the library's brand throughout the broader Saline area.**

Priority Initiatives:

- Evaluate current marketing approaches for effectiveness and seek to better target marketing going forward.
 - Consider more print promotional materials, e.g., newsletters, postcards, mailings.
 - Upgrade the library's social media presence (depth and channels) and develop more digital content to engage more users and highlight content and issues important to the community.
 - Expand the use of and library investment in community partnerships to further the marketing outreach capabilities of the library.
 - Upgrade the SDL sign near the road.
-

Outcomes:

- Awareness of library services and resources are high among district residents, particularly within underserved and higher need segments of the community.
- Most residents of the district have a strong sense of what the library has to offer in terms of spaces, services, resources, etc.
- Saline area residents and organizations have enhanced engagement with the library.
- The library is considered the place to go for information about the local area.
- The library is an often-considered option when area residents are looking for something to do or somewhere to go.



4: Enhance Resources

SDL will continue to adapt and optimize resources and services to meet the community's needs.

- Ensure resources, programs, and services are relevant, useful, and seen by the community as vital.
- Strive to make Diversity, Equity, and Inclusion an integrated part of organizational culture and approaches to all services.
- Positively impact arts, culture, education, and other organizations throughout the community through the library's services and resources.

Priority Initiatives:

- Ensure that DEI (Diversity, Equity, and Inclusion) are key components in the growth and evaluation of resources and services offered by the library.
 - Look for new ways to engage users and the community in programming. Seek more input on programs and additional community participation in programming. Look at programming as more of a community collaboration instead of "classes being offered by the library."
 - Reevaluate material usage and collection development policies, looking to best align community/user needs and wants with collection management approaches and policies.
 - Examine all library usage and approaches for how well they serve user access needs, stand up to scrutiny related to DEI, and provide a focus on serving user needs over staff convenience.
-

Outcomes:

- Library is known for offering the top learning leisure programming within the area.
- Library's physical and digital resources and materials meet or exceed community needs and desires.
- The library's programming is highly attended, and users share their good experiences with fellow residents.

**DOWNERS GROVE PUBLIC LIBRARY
BOARD OF LIBRARY TRUSTEES
OCTOBER 26, 2022**

Agenda Item 10

Librarian's Report

Vacancy on Board of Library Trustees

There is one vacancy on the Board of Library Trustees. Trustee candidates are nominated by Mayor Bob Barnett and appointed by Village Council. No timeline for this appointment has been announced.

Freedom of Information Act Requests

Twenty-five Freedom of Information Act (FOIA) requests were received from August 28 through October 21. Library administration is working with attorney Mallory Milluzzi of Klein, Thorpe, and Jenkins to ensure proper and timely responses to all requests.

Vandalism of Windows

A swastika was etched into the glass of a window in the Circulation Manager's office. This window faces the alley and is at street level on the exterior of the building. The vandalism was reported to the Downers Grove Police Department. Building Operations Director Ian Knorr contacted our window contractor immediately. The glass cannot be repaired and will be replaced as soon as possible.

Illinois Library Association Annual Conference

I attended the Illinois Library Association Annual Conference in Rosemont October 18-20, presenting the Treasurer's report at the annual business meeting. As a member of the Association's Executive Board, I attended all conference-wide events and visited assigned vendors in the exhibit hall to gather feedback on their experience. I attended sessions on topics from meeting facilitation to fair compensation to best practices in providing feedback.

Local Property Assessment Consortium (LPAC)

The Local Property Assessment Consortium (LPAC) met, as it does each year, to hear from our local township assessors about the changes in equalized assessed valuation (EAV) for the upcoming year. Local taxing bodies, including schools, villages, park districts, and libraries, serving Downers Grove, Lisle, York, and Milton Townships participate. This group, formed by an intergovernmental agreement, works together to share costs in cases of property assessment appeals that could significantly impact local taxing bodies. There have been no appeals of that magnitude in recent years. The finance officers and/or administrators of the participating taxing bodies continue to meet to discuss assessment changes, new construction, and other tax levy-related issues.

Submitted by Julie M. Milavec
October 21, 2022

Staff Wellness Event from Center for Creative Arts Therapy

The Center for Creative Arts Therapy held our first expressive arts therapy support group for library staff. The first of a year of monthly sessions, this wellness series is being offered at a deep discount by the Center in support of our staff. Participation is voluntary.

Talk Story Grant Events

The American Indian Library Association's Talk Story Grant is supporting two events on Sunday, November 6. The first is from 2-2:45 p.m., a storytelling program with a beaded necklace craft for ages 6-13. Next, from 3:30-4:30 p.m., a conversation with Joseph Standing Bear Schranz from the Midwest SOARRING Foundation will be held for adults and teens.

November Board Meeting

The November Board of Library Trustees meeting will be held on Wednesday, November 16, 2022 at 7:30pm in the Library Meeting Room.

**DOWNERS GROVE PUBLIC LIBRARY
BOARD OF LIBRARY TRUSTEES
OCTOBER 26, 2022**

Department Reports – September 2022

Administration – Jen Ryjewski

- Continued to administer both State and Federal grants to ensure adherence to requirements and timeline. Final reports are due to the State on November 15. Final reports are due to Institute of Library and Museum Services in February, 2023.
- Had an extensive phone interview with Bev Kane from IL Secretary of State about the status of our grant. I was able to share with her that we completed and launched the laptop kits mid-September, sent her pictures of all the equipment and software we purchased for the project, and included the in-house documents we created to accompany the kits. The final grant encumbrance and post-project reports are due November 15.
- Read through and scored the four Strategic Planning Proposals that we received and narrowed my preferences down to two consultants, which I shared with Director Julie Milavec.
- Demonstrated and shared with PR Manager Cindy Khatri the Blue Cloud Analytics report I created to keep track of the circulation counts and patrons who check out the grant laptop kits. The report will be sent to Cindy each month so she can follow up with our patrons by sending them an email survey to gather feedback on their usage and experience.
- Attended a Recharge program about demystifying the library budget process, which was presented by three different library directors/assistant directors in the area.
- Met with our practicum student from the Library Technical Assistant program at COD a couple of times to help her narrow down semester goals and projects while performing her library-wide rotation among all the departments, as well as giving her assignments to complete.
- Assisted Director Julie Milavec with all of the managers' annual evaluations and goals for the upcoming review period.
- Reviewed, revised, and updated all DGPL job descriptions for Business Office Manager Katelyn Vabalaitis' final review.
- Assisted the Administration Department with patron feedback and requests for information.
- Attended management team training with Reesheda Graham Washington as we continue on our DEI learning trajectory.

Business Office – Katelyn Vabalaitis

- Business Office Assistant Scott Anderson and I worked on FOIA responses, redacting, and I continued to assist in tracking all feedback received regarding Drag Queen Bingo.
- Held two orientations for new staff members.
- Continued to work on overhauling all job descriptions with Assistant Director Jen Ryjewski.
- Attended Munis Time Entry and Employee Self-Service training at Village Hall.
- Continued having bi-weekly meetings with Village HR Director Lauren Linares to work on editing employee records in the Munis HR module.
- Attended the HR Source bi-monthly meeting: HR Department of One Roundtable Series.

Adult & Teen Services – Lizzie Matkowski

- Our relaunched book discussions started in September. Pages & Pints at Alter Brewing discussed **West With Giraffes**. Real Reads discussed **The Day the World Came to Town**. Between the two discussions, there were 36 attendees total!
- Other programs included: Service Project: Color-a-Smile for teens; D&D Adventurer's League for Adults; FAFSA Changes and the College Planning Process; ILP Presents: A Conversation with Marlee Matlin; Concert: The Blues According to John Primer; Deaf Awareness Week Book Bundles; Make And Take: Create Like Nancy Rourke for teens; Medicare 101; and The History of the Beach Boys.
- A total of 240 Large-Type books and 10 Audio CD's were delivered to four senior residences during September as part of the Satellite Stacks deliveries!
- Maker Kits launched for teens in September! Maker kits are new project boxes for teens in grades 7-12 to complete anytime the library is open. They can be used in Teen Central or other tables/study rooms. Projects will rotate each month and librarians will be in Teen Central at designated times to demonstrate the projects.
- Tim and I spent some time with our Practicum student, getting her familiar with the department and getting her started on one of her projects.

Children's Services – Allyson Renell

- We had two new staff members start with the Kids Room on September 6. Julia Kmoch is our new Library Assistant and Hannah Baer is our new Library Clerk. We are very excited to have them!
- The fall storytime session started on September 12. This is our first session post-pandemic where we are back to our full storytime schedule in our program room. We are currently offering nine storytimes a week; two a day Monday thru Thursday and one session on Saturday. So far they have been extremely well-

attended. We, as well as the community of Downers Grove, are extremely glad to have storytime back.

- We added three new Anything Emporium items this month all based on Rubik Cubes and created by Reference and Technology Coordinator Sharon Hrycewicz. The kits are a Rubik's Cube collection that has several different types and sizes of Rubik's Cubes, a Puzzle and Games Rubik's collection that contains brain-boosting games based on Rubik's Cubes, and a Rubik's Cube competition set that contains the official Rubik's Cubes used in competitions and official game timers. All three kits have been extremely popular and have been checked out continuously since their addition.
- On Saturday September 24, we had our first large outside performer program since the beginning of the pandemic. 88 attendees visited the library to watch a presentation from Incredi-Bats called "Bats and Other Misunderstood Creatures". Kids got to learn about and see bats, hold a possum and a snake, and have a tarantula crawl on them!
- On September 29, Department Head Allyson Renell and Outreach Coordinator Erin Linsenmeyer attended the ALSC conference in Kansas City, Missouri. This three-day conference was a great experience to hear about youth services at other libraries around the country. We heard several inspiring keynote speakers who spoke on the importance of diversity in children's books and about protecting the intellectual freedom of children.

Circulation Services – Christine Lees

- Our circulation statistics saw an increase YTD of almost 500 items, a sure sign that things are returning to pre-pandemic business.
- We circulated 906 items via our lockers.
- The management team provided a soup lunch for all library staff on the day of the Board Meeting. Since things have been a bit stressful we decided that a warm soup lunch would be a nice bit of comfort. The luncheon was very successful!
- Work is underway by the SET Committee (Service Excellence) to reinstall the staff photo wall in the staff room. We hope to have the wall up by the end of October.
- With being closed two days over the Labor Day weekend, we had a bit of catch-up to do. Circulation staff rallied and overcame the increased workload.
- Christine Lees attended the annual virtual SLUI (Sirsi Dynix Users of Illinois) Conference. Sirsi promoted many of their online tools such as BlueCloud.
- Christine Lees attended the virtual webinar, Demystifying the Budget Process, which was presented by three local library directors. The session was very informative and timely.
- We completed the two-week library-wide reference transactions inventory count.

Information Technology – Paul Regis

- IT Manager Paul Regis spent most of September working on FOIA requests. This involved configuring Google Vault for user accounts, setting search terms, exporting data, converting data to a more accessible PDF format, and removing duplicate and irrelevant messages from the results. While not overly difficult, the process was very time-consuming and tedious.
- ITsavvy conducted a wireless survey to pinpoint interference and determine ideal locations for access points for the IMLS grant-funded wireless network upgrade. Fortunately, the vast majority of the ideal locations already have data nearby, so additional cable installations will not be required. From here, it is a matter of waiting for hardware to become in stock (towards the end of the year or early next year).
- Media Lab Coordinator Ed Bromiel and Teen Services Coordinator Amanda Klenk began the “View from Behind the Lens” program in September. This program focuses on photography and walks students through the various artistic and technical considerations as well as the editing process.
- IT and the People's Resource Center (PRC) offered a combined 12 classes in September. These ranged from Windows Fundamentals to Photoshop Editing Basics.

Public Relations – Cindy Khatri

- The PR Team worked closely with Admin on the library's response to Drag Queen Bingo. This included writing statements and responses, listening to and tracking feedback, responding to media requests, updating our communication channels with responses (website, social media), sending emails, and assisting with FOIA redaction.
- Library Card Sign Up Month was a huge success! We ran a promotion where we gave new library card registrants a ticket to the Tivoli Theater (first 100 adults/teens, first 100 kids). A HUGE thank you to the Tivoli Theater for partnering with us to make this possible. We also had a raffle for all cardholders to win movie night bundles, which had two adult tickets, two kid tickets, 4 drink coupons, and a large popcorn coupon. 650 patrons entered the raffle.
- Grace Goodwyn, Graphic Design and Display Coordinator, assisted the Pierce Downer's Heritage Alliance with creating signage for the Betty Cheever memorial dedication.
- Grace met with Michelle from Apprize Promotions to discuss working with Apprize for future orders.
- Cindy Khatri, PR Manager, worked on updating the job descriptions for the department to be accurately reflective of duties and responsibilities.
- Cindy worked with Mary Sustar, Adult and Teen Services Librarian, on creating a script for a tutorial video on how to use Libby for magazines.

- Cindy worked with American Litho Printing to discuss printing options for the Discoveries Newsletter. The library's current printer is Hagg Press. American Litho submitted a quote to sample an issue's cost, and they did not beat Hagg Press' printing cost. Cindy and Grace discussed printing services at length and decided to stay with Hagg Press, which is also the most cost-effective option for the current newsletter.
- Brian Ruane, Marketing Content Coordinator, oversaw a partnership giveaway with Enchroma. The library received 4 pairs of glasses to give away to patrons in celebration of colorblindness awareness day. Over 60 patrons entered to win the glasses.
- Hope for the Day was the Organization of the Month; they focus on suicide prevention.
- Maggie Meiners' artwork was displayed in the Cafe and North Galleries. This was a very popular show! We partnered with Karen Bonarek, Adult Program Coordinator, to host a program for patrons to meet the artist and hear more about her inspiration and approach to artwork.

Access Services – Lucas McKeever

- Access Services staff hosted two 1-hour overview trainings where staff from other departments in the library got a chance to see the life of 3-5 items and how they will be handled by Access Services staff throughout their time in our collection. We had a total of 17 attendees over these two sessions.
- Lucas worked with SWAN staff to conduct a catalog cleanup project for our magazines. Working with Access Services Clerk Michelle Litwin and ATS staff, Lucas was able to remove 281 items from the catalog that were listed as on-shelf but we no longer own.
- The library is currently hosting a practicum student who is volunteering in departments throughout the organization this fall. Access Services was her main host in September and worked to show her the inner workings of our department. In addition to some of our daily tasks, our intern assisted us with a CD genrefication project and a relabeling project for our DVD binge boxes in ATS.

	Adult & Teens	Kids	Both
Items Added			
Print	1369	818	
AV	294	109	
Items Discarded			
Print	2167	544	

AV	60	9	
Items Repaired			525
Items Reclassified			61
Original Records			93

Building Operations – Ian Knorr

- The workroom renovation public bid opening was held and lowest responsible bidder vetting was performed by Shales McNutt construction and myself. After interviewing the bidders, SMC wrote their letter of recommendation for the Board of Library Trustees.
- The Betty Cheever memorial was held in the library's garden walk.
- I met with James Piztker of Gallagher Bassett on behalf of LIRA. We meet annually to go over changes to their risk assessment program and to tour the building to look for any items they feel need attention/violate their standards, as well as to discuss safety training ideas for staff.
- I met with fellow members of the Green Team to brainstorm and implement sustainability ideas in the library and community.
- Children's Services Manager Allyson Renell and I met with Tiffany Nash of Product Architecture + Design to go over details for the workroom renovation furniture package.
- I met with Dan Phorte of Product Architecture + Design and Heartland Cabinetry to finalize the shop drawings for the new public service desks. The current desks are de-laminating and are in need of replacement. The initial idea was to re-laminate the face surfaces but after further investigation the MDF under the laminate showed to be compromised and there was not a guarantee that a re-laminating would solve the issue. For lack of a better term, I didn't want to throw a band aide over it knowing the issue would come back later on. Based on this, the decision was made to have new desks built and reuse the current solid surface tops.
- I met with Imperial Dade, a janitorial supply vendor, who is part of our Omnia partnership and worked on pricing for our regularly purchased janitorial supplies. After review and their competitive pricing, the library will be able to reduce janitorial supply costs by \$2,500.00+ annually.
- As of this report, we unfortunately do not have a start date for the elevator modernization yet. TK Elevator is awaiting the final controller to finish pre-fabrication. Once everything is finished in the pre-fab the items will ship to the facility in Downers Grove. Once they receive the items we will be able to solidify a start date.
- I repainted the first floor and second floor study rooms.

September						
Circulation	SEP 22	%	SEP 21	%	SEP 20	%
Checkouts						
Selfchecks	29,134	71.25%	30,661	71%	25,371	64%
Staff desk	10,848	26.53%	12,344	29%	14,529	36%
Lockers	906	2.22%	83	0%	0	0%
Total checkouts	40,888		43,088		39,900	
Auto Renewal	32,928		31,168		30,262	
Selfchecks	45		7		0	
Staff desk (incl. phone)	232		329		480	
Patron renewals on website	0		135		421	
Patron renewals on BookMyne	0		0		0	
BlueCloud Mobile/Web Services (22 & 11)	671		460		133	
Total renewals	33,876		32,099		31,296	
Total item checkout and renewals	74,764		75,187		71,196	
Digital Circulation	12,662		11,738		11,562	
Total Circulation	87,426		86,925		82,758	
Reserves Processed						
Received from ILL	4,816		4,603		5,308	
ILL sent	4,057		4,193		4,886	
OCLC requests processed	171		188		190	
Gate count						
North	17,331		13,822		13,607	
South	11,210		9,524		0	
Total	28,541		23,346		13,607	
Lockers	906		83		0	
Gate Count and Lockers Total	29,447		23,429		13,607	
Curbside count	0		0		0	
Registrations						
New resident cards	198		183		109	
New fee cards	8		6		4	
Professional Development Hours	22		65		0	
Cost of Professional Development	\$0		\$0		\$0	

Circulation

	Sep 2021	Sep 2022	YTD Totals			
Adult	36,781	37,334	325,188	321,957		
Teen	1,942	1,666	18,813	17,869		
Children	36,464	35,763	303,773	303,643		
Download	11,738	12,662	108,446	112,639	YTD Difference	
Total	86,925	87,425	756,220	756,108	-112	0.0%

Circulation - By Item

	<u>Books</u>		<u>Audio</u>		<u>Video</u>		<u>Misc.</u>		Total
Adult	25,668	68.75%	2,955	7.92%	6,192	16.59%	2,519	6.75%	37,334
Teen	1,614	96.88%	0	0.00%	25	1.50%	27	1.62%	1,666
Children	31,623	88.42%	1,154	3.23%	1,879	5.25%	1,107	3.10%	35,763
Total	58,905	78.79%	4,109	5.50%	8,096	10.83%	3,653	4.89%	74,763

Collection - All Items

	<u>Books</u>		<u>Audio</u>		<u>Video</u>		<u>Misc.</u>		Total
Adult	117,696	75.48%	15,605	10.01%	16,120	10.34%	6,503	4.17%	155,924
Children	80,259	86.51%	2,970	3.20%	7,636	8.23%	1,911	2.06%	92,776
Total	197,955	79.60%	18,575	7.47%	23,756	9.55%	8,414	3.38%	248,700

Book Collection

	Sep 2021	Sep 2022	YTD Totals		YTD Difference	
Adult	119,164	117,696				
Children	77,590	80,259				
Total	196,754	197,955	196,754	197,955	1,201	0.6%

Audio Collection

	Sep 2021	Sep 2022	YTD Totals		YTD Difference	
Adult	15,310	15,605				
Children	2,761	2,970				
Total	18,071	18,575	18,071	18,575	504	2.8%

Video Collection

	Sep 2021	Sep 2022	YTD Totals		YTD Difference	
Adult	15,302	16,120				
Children	8,090	7,636				
Total	23,392	23,756	23,392	23,756	364	1.6%

Miscellaneous Collection

	Sep 2021	Sep 2022	YTD Totals		YTD Difference	
Adult	7,113	6,503				
Children	1,925	1,911				
Total	9,038	8,414	9,038	8,414	-624	-6.9%

Rooms & Spaces

	Sep 2021	Sep 2022				
Community Use of Rooms	616	871				
<i>Meeting, Conference, Study Rooms</i>						
Community Use of Spaces	31	87				
<i>Media Lab, STEM Room, Teen Gaming</i>						
Rooms and Spaces Total	647	958	YTD Totals	2,303	9,127	YTD Difference 6,824 296.3%

Programs Offered

Library Programs Offered		Sep 2022		
Adult		63		
Teen		143		
Children		22		
Self-Directed Programs Offered				
Adult		11		
Teen		6		
Children		0	YTD Totals	
Programs Offered Total		245		1,058

Program Attendance

Library Program Attendance		Sep 2022		
Adult		689		
Teen		77		
Children		1,226		
Self-Directed Program Attendance				
Adult		1,345		
Teen		41		
Children		0	YTD Totals	
Program Attendance Total		3,378		34,774
Virtual Program Views Total		1,295		3,923

Website Views

	Sep 2021	Sep 2022	YTD Totals		YTD Difference	
Total Website Views	23,010	34,976	246,107	282,463	36,356	14.8%

Statistics for September 2022 (FY Jan-Dec)

Library Visits

	Sep 2021	Sep 2022				
Gate Count	23,346	28,541				
Locker Pickups	0	906	YTD Totals		YTD Difference	
Total Library Visits	23,346	29,447	197,959	230,857	32,898	16.6%

One-on-One Services

	Sep 2021	Sep 2022				
One-on-Ones	17	44				
Homebound	0	9				
Notary	27	26	YTD Totals		YTD Difference	
Total Sessions	44	79	227	593	366	161.2%

Computer User Sessions

	Sep 2021	Sep 2022				
Adult	1,601	1,724				
Children	133	491	YTD Totals		YTD Difference	
Total	1,734	2,215	12,165	18,552	6,387	52.5%
Wireless Sessions	958	1,322	5,307	9,917	4,610	86.9%

Printing Services

	Sep 2021	Sep 2022				
Poster	0	3				
3D	8	9	YTD Totals		YTD Difference	
Total Prints	8	12	117	144	27	23.1%

The Cupboard

	Sep 2021	Sep 2022	YTD Totals		YTD Difference	
Total Donations	546	1,556	9,365	20,014	10,649	113.7%

**DOWNERS GROVE PUBLIC LIBRARY
BOARD OF LIBRARY TRUSTEES
OCTOBER 26, 2022**

Agenda Item 11A

Library Director Evaluation

Serving Our Public 4.0: Standards for Illinois Public Libraries Core Standard 15 states: "The board of trustees annually reviews the performance of the library administrator."

The Board of Library Trustees has received the evaluation form, Library Director's self-evaluation including suggested goals for the next year, salary information, prior year's evaluation and goals, and a letter from the Management Team to review before the October Board meeting. This closed session will allow the Board to work together on their evaluation of the Library Director. Though not anticipated following this closed session, "Action for Items Discussed in Closed Session" is included on the agenda to allow the Board to act if desired.

In November closed session, the Board will review the final evaluation document and discuss salary for 2023. Action is anticipated following the November closed session.

Library Director Evaluation Form

Rating scale:

- 4 - Consistently demonstrates exceptional performance
- 3 - Often demonstrates performance beyond expectations
- 2 - Performance meets expectations
- 1 - Performance needs attention
- 0 - No opportunity to observe

Long-Range Planning and Leadership

Rating (see scale above):	Competency description: Articulates and works to achieve a guiding vision for the Library. Sets goals and makes decisions based on the direction set by the Library's strategic plan. Gathers input from the Board, the community, staff, and other stakeholders to understand the Library's impact and effectiveness. Reports regularly on the progress and outcomes of the strategic plan. Stays current with library best practices, trends, and innovations.
Examples and notes:	

Board Relations

Rating (see scale above):	Competency description: Keeps the Board informed about the activities of the Library. Provides all relevant information for decision-making in a timely way. Offers direction and makes appropriate recommendations as needed for Board discussions. Explains to the Board new developments in library services and their applicability to the Library's strategic plan. Supports and administers Board decisions and policies.
Examples and notes:	

Legal and Financial Responsibilities

Rating (see scale above):	Competency description: Stays up-to-date with the Library's financial and legal matters. Ensures all governmental and legal requirements of the Library are met. Maintains accurate and current financial records. Prepares budgets and directs spending in accordance with Board policy and the best interests of the community. Works with the Board to ensure long-term financial sustainability.
Examples and notes:	

Representing the Library

Rating (see scale above):	Competency description: Builds effective, positive, respectful relationships with the Village, community members, and other stakeholders. Serves as an advocate for the Library in interactions with the public. Responds or directs responses to community feedback in a timely, professional manner. Represents the Library in professional organizations and among peers.
Examples and notes:	