



**COUNCIL BLUFFS  
Public Library**

**Council Bluffs Public Library  
Board of Trustee – Monthly meeting  
Library Board of Trustee Room  
Wednesday, December 20, 2023 4:30 p.m.**

**AGENDA**

- I. Call to order**
- II. Approval of Agenda**
  - (1) Approval of Minutes for November 15, 2023 Board Meeting**
- III. Public Comment (5 minute limit)**
- IV. Correspondence and Announcements**
- V. Financial Report and Approval of Bills**
- VI. Old Business**
  - (1) FY23 Budget Closure**
- VII. New Business**
  - (1) Strategic Plan Consultant quotes**
    - i. Resolution no 23-001 to award the strategic plan and request funding from Library Foundation**
  - (2) Employee Handbook Policy 204.24 Telecommuting abolishment**
  - (3) Emergency Manual Section 1: Procedures**
- VIII. Friends of the Library**
- IX. Director's Report**
- X. Trustee Teaching Moment – Annual Report FY23**
- XI. Next meeting – January 17, 2024 – 4:30 p.m.**

**Discover it here**

400 Willow Ave, Council Bluffs, Iowa 51503  
712-323-7553



Council Bluffs Public Library  
Board of Trustees  
November 15, 2023  
4:30 PM

Present: Cindi Keithley (presiding), Alison Smith, Leo Martin. Stacey Goodman, Ron Frascht, Nicole Juranek, John Erixon, Antonia Krupicka-Smith: Director  
Absent: Jared Tripp, Abby Jares

### **I. Call to Order**

The meeting was called to order at 4:30 by Cindy Keithley.

### **II. Approval of Agenda and Minutes**

A motion was made by John Erixon to approve the agenda. Second was made by Ron Frascht. Passed unanimously. The October minutes were approved once several items were corrected.

### **III. Public Comment**

Susan Swanson, a library user, attended and inquired about the book selection process. She observed that around election time, the books in our library lean to the left. She hasn't seen enough books that favor the right. She is seeking a left-right balance of books and wants an equilibrium. Antonia will meet with her individually to share the library's book selection process.

### **IV. Correspondence and Announcements-**

Many Nonpareil articles due to new format.

### **V. Financial Report and Approval of Bills.**

General Fund: \$238,388.90

Memorial Fund: \$16,769.19

Projects Fund: 0.00

Total: \$255,158.09

Leo Martin made a motion to approve, seconded by Ron Frascht. Passed unanimously.

### **VI. Old Business**

Kiosk shelter was supposed to be installed, but the concrete is not the correct size.

### **VII. New Business**

None

### **VIII. Friends of the Library**

The meeting hasn't been held yet. Filings with the state to maintain 501(c)(3) Annual Meeting in December.

### **IX. Director's Report**

- Antonia attended the Iowa Library Association Annual Conference in Dubuque.
- New gate installation is much more effective. She provided details on the improvements. The new software has a better detection process and allows staff to have easier conversations with patrons.
- Arnold, the new AMH, will be delayed.
- Check out the new mini grants in which the library is partnering with the project.

### **X. Teaching Moment**

Update on the Seed Library Usage

- 31-40 year olds- largest age group to use the seed library.
- Vegetables are the largest group of seeds checked out.
- March is the most popular month for seed check out.

### **XI. Adjournment**

The meeting was adjourned at 5:11 PM. Cindi Keithley made a motion, seconded by Stacey Goodman.

The next meeting will be held on December 20, 2023, at 4:30 pm.

## Community Correspondence

November 2023

### Comments:

(phone message with no call back number)

I have a complaint. No need to call back. We live in America. We speak American English. Not Mexican. When I call your recording it is in Mexican, then in English. You need to have your recording in English.

### Publicity:

The Daily Nonpareil

The Daily Nonpareil – Thursday, November 2, 2023, A3: An article promotes the library as a American Red Cross donation site on November 9, 2023.

"Red Cross builds back blood supply before holidays." *The Daily Nonpareil*, 2 Nov. 2023, p. A3.

NewsBank: America's News – Historical and

Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1950DAA580FDF938%25402460251-1950DAAD503C912C%25402](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1950DAA580FDF938%25402460251-1950DAAD503C912C%25402). Accessed 7 Nov. 2023.

The Daily Nonpareil – Saturday, November 4, 2023, A3: An article promotes a dementia education class presented by Home Care Advocacy Network on Monday, November 6. It also mentions Adult Board Game Night on Tuesday, November 7, Author Chat Book Club featuring a virtual visit from author Tiffany Aliche on Thursday, November 9, and a presentation on South Omaha Bridge Road by the Historical Society of Pottawattamie County on Thursday, November 9.

Stewart, Scott. "Saturday brings Veterans Day Parade, Bison Fest." *The Daily Nonpareil*, 4 Nov. 2023, p. A3. NewsBank: America's News – Historical and

Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-19518390C45AD2F8%25402460253-1951839C591F9969%25402](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-19518390C45AD2F8%25402460253-1951839C591F9969%25402). Accessed 7 Nov. 2023.

The Daily Nonpareil – Tuesday, November 7, 2023, A3: An article mentions the library as one of the supporters for Winterfest on Friday, November 17, 2023.

Stewart, Scott. "Santa Claus is coming to town." *The Daily Nonpareil*, 7 Nov. 2023, p. A3. NewsBank: America's News – Historical and Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aasid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-195283DC4004E202%25402460256-19529BDE12414D6B%25402](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aasid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-195283DC4004E202%25402460256-19529BDE12414D6B%25402). Accessed 7 Nov. 2023.

The Daily Nonpareil (online) – Saturday, November 4, 2023: An online article promotes a dementia education class presented by Home Care Advocacy Network on Monday, November 6. It also mentions Adult Board Game Night on Tuesday, November 7, Author Chat Book Club featuring a virtual visit from author Tiffany Aliche on Thursday, November 9, and a presentation on South Omaha Bridge Road by the Historical Society of Pottawattamie County on Thursday, November 9.

Stewart, Scott. "Dueling plans for Saturday: Veterans Day Parade or Bison Fest." *The Daily Nonpareil*, [https://nonpareilonline.com/news/local/council-bluffs-iowa-events-calendar-column-scott-stewart-nonpareil/article\\_18ac66d2-7a83-11ee-96f9-c3ae6f025c65.html](https://nonpareilonline.com/news/local/council-bluffs-iowa-events-calendar-column-scott-stewart-nonpareil/article_18ac66d2-7a83-11ee-96f9-c3ae6f025c65.html). Accessed 7 Nov. 2023.

The Daily Nonpareil (online) – Monday, November 6, 2023: An online article mentions the library as one of the supporters for Winterfest on Friday, November 17, 2023.

Stewart, Scott. "Santa Claus is coming to town: Winterfest returns Nov. 17 with holiday spirit, artificial snow." *The Daily Nonpareil*, [https://nonpareilonline.com/news/local/winterfest-holidays-christmas-tree-lighting-council-bluffs/article\\_ba8460ba-7cb6-11ee-ba44-87f4859bc065.html](https://nonpareilonline.com/news/local/winterfest-holidays-christmas-tree-lighting-council-bluffs/article_ba8460ba-7cb6-11ee-ba44-87f4859bc065.html). Accessed 7 Nov. 2023.

The Daily Nonpareil – Thursday, November 9, 2023, A3: An article promotes the book clubs at the library.

Rohwer, Tim. "Pageturners Book Club turns 30." *The Daily Nonpareil*, 9 Nov. 2023, p. A3. NewsBank: America's News – Historical and Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aasid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-19532D00E60FEB15%25402460258-19532D079D64F3B0%25402](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aasid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-19532D00E60FEB15%25402460258-19532D079D64F3B0%25402). Accessed 14 Nov. 2023.

The Daily Nonpareil – Saturday November 11, 2023, A3: An article mentions the library bringing reindeer to Winterfest on November 17, 2023. In addition, it promotes the NaNoWriMo program at the library on Monday, November 15 at 6:30 p.m. The program is in relation to National Novel Writing Month and is presented by novelist Kris Sinclair. The article also mentions the Author Chat Book Club featuring a virtual visit with U.S. Poet Laureate Joy Harjo on Thursday, November 16 from 3 to 4 p.m. Lastly, it promotes a historical program featuring Laura Keyes and Leslie Goddard portraying Mrs. Lincoln and Mrs. Kennedy on Thursday, November 16 from 6:30 to 8 p.m.

Stewart, Scott. "After weekend of travel, looking forward to Winterfest." *The Daily Nonpareil*, 11 Nov. 2023, p. A3. NewsBank: America's News – Historical and Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aasid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1953D522B5C2C9CE%25402460260-1953D52A11F1AE57%25402](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aasid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1953D522B5C2C9CE%25402460260-1953D52A11F1AE57%25402). Accessed 14 Nov. 2023.

The Daily Nonpareil – Saturday. November 11, 2023, A4: An opinion piece mentions Mayor Matt Walsh's comment on how the property tax bill could potentially impact the library.

Our View: Property tax bill impact on display." *The Daily Nonpareil*, 11 Nov. 2023, p. A4. NewsBank: America's News – Historical and Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aasid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1953D522B5C2C9CE%25402460260-1953D52A160D65B6%25403](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aasid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1953D522B5C2C9CE%25402460260-1953D52A160D65B6%25403). Accessed 14 Nov. 2023.

The Daily Nonpareil (online) – Thursday, November 9, 2023: An online article promotes the book clubs at the library.

Rohwer, Tim. "Pageturners Book Club in Council Bluffs still going strong after 30 years." *The Daily Nonpareil*, [https://nonpareionline.com/news/local/pageturners-book-club-council-bluffs-reading/article\\_68511406-74f9-11ee-9dbb-0331466f6749.html](https://nonpareionline.com/news/local/pageturners-book-club-council-bluffs-reading/article_68511406-74f9-11ee-9dbb-0331466f6749.html). Accessed 15 Nov. 2023.

The Daily Nonpareil (online) – Saturday, November 11, 2023: An article mentions the library as one of the supporters for Winterfest on Friday, November 17, 2023.

Stewart, Scott. "After weekend of travel, looking forward to Winterfest" *The Daily Nonpareil*, [https://nonpareionline.com/news/local/council-bluffs-iowa-events-calendar-column-scott-stewart-nonpareil/article\\_954e4c02-7f18-11ee-86f9-4f68bc11791a.html](https://nonpareionline.com/news/local/council-bluffs-iowa-events-calendar-column-scott-stewart-nonpareil/article_954e4c02-7f18-11ee-86f9-4f68bc11791a.html). Accessed 15 Nov. 2023.

The Daily Nonpareil (online) – Saturday, November 11, 2023: An opinion piece mentions Mayor Matt Walsh's comment on how the property tax bill could potentially impact the library.

Our View: Property tax bill impact on display." *The Daily Nonpareil*, [https://nonpareilonline.com/opinion/editorial/council-bluffs-nonpareil-editorial-staff-opinion-our-view-local-issues-pottawattamie-iowa/article\\_ec377170-7f17-11ee-b6df-6f113546b46a.html](https://nonpareilonline.com/opinion/editorial/council-bluffs-nonpareil-editorial-staff-opinion-our-view-local-issues-pottawattamie-iowa/article_ec377170-7f17-11ee-b6df-6f113546b46a.html). Accessed on 15 Nov. 2023.

The Daily Nonpareil – Thursday, November 16, 2023, A9: An article promotes the Mrs. Lincoln and Mrs. Kennedy virtual program at 6:30 p.m. on Thursday, November 16.

"Mrs. Lincoln, Mrs Kennedy to make virtual visit to library." *The Daily Nonpareil*, 16 Nov. 2023, p. A9. NewsBank: America's News – Historical and Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aasid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-19557B49B248DDA5%25402460265-19557B5280E63187%25408](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aasid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-19557B49B248DDA5%25402460265-19557B5280E63187%25408). Accessed 21 Nov. 2023.

The Daily Nonpareil – Saturday, November 18, 2023, A1: An article recaps Winterfest held on Friday, November 17 and mentions the library as one of the collaborators.

Stewart, Scott. "Bayliss becomes a winter wonderland." *The Daily Nonpareil*, 18 Nov. 2023, p. A1. NewsBank: America's News – Historical and Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aasid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1956246E9C84C1E2%25402460267-1956247AE5182D8B%25400](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aasid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1956246E9C84C1E2%25402460267-1956247AE5182D8B%25400). Accessed 21 Nov. 2023.

The Daily Nonpareil – Saturday, November 18, 2023, A3: An article promotes International Games Day held on November 18, Adult Board Game Night on November 21, and Adult Coloring Club on November 20.

Stewart, Scott. "It's a great weekend to break out some board games." *The Daily Nonpareil*, 18 Nov. 2023, p. A3. NewsBank: America's News – Historical and Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aasid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1956246E9C84C1E2%25402460267-1956247AF90544BD%25402](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aasid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1956246E9C84C1E2%25402460267-1956247AF90544BD%25402). Accessed 21 Nov. 2023.

The Daily Nonpareil (online) – Wednesday, November 15, 2023: An online article promotes the Mrs. Lincoln and Mrs. Kennedy virtual program at 6:30 p.m. on Thursday, November 16.

"Mrs. Lincoln, Mrs. Kennedy to make virtual visit Thursday to Council Bluffs Public Library." *The Daily Nonpareil*, [https://nonpareilonline.com/news/local/council-bluffs-library-lincoln-kennedy-first-ladies/article\\_cb83d80c-83fd-11ee-ae29-f77b59b0f8bf.html](https://nonpareilonline.com/news/local/council-bluffs-library-lincoln-kennedy-first-ladies/article_cb83d80c-83fd-11ee-ae29-f77b59b0f8bf.html). Accessed 21 Nov. 2023.

The Daily Nonpareil (online) – Saturday, November 18, 2023: An online article promotes International Games Day held on November 18, Adult Board Game Night on November 21, and Adult Coloring Club on November 20.

Stewart, Scott. "It's a great weekend to break out some board games." *The Daily Nonpareil*, [https://nonpareilonline.com/news/local/council-bluffs-iowa-events-calendar-column-scott-stewart-nonpareil/article\\_655db1cc-8576-11ee-842d-878e433326d2.html](https://nonpareilonline.com/news/local/council-bluffs-iowa-events-calendar-column-scott-stewart-nonpareil/article_655db1cc-8576-11ee-842d-878e433326d2.html). Accessed 21 Nov. 2023.

The Daily Nonpareil (online) – Saturday, November 18, 2023: An online article recaps Winterfest held on Friday, November 17 and mentions the library as one of the collaborators.

Stewart, Scott. "Winterfest transforms Bayliss Park into a winter wonderland to jumpstart holiday season." *The Daily Nonpareil*, [https://nonpareilonline.com/news/local/winterfest-council-bluffs-bayliss-wonderland-holidays/article\\_a8496b3e-8558-11ee-ac77-8b7ed65c823b.html](https://nonpareilonline.com/news/local/winterfest-council-bluffs-bayliss-wonderland-holidays/article_a8496b3e-8558-11ee-ac77-8b7ed65c823b.html). Accessed 21 Nov. 2023.

The Daily Nonpareil – Saturday, November 25, 2023, A3: An article mentions the Author Chat Book Club virtual visit from Naomi Alderman promoting her new book *The Future* and the virtual Iowa History Book Club program discussing *Woman Suffrage and Citizenship in the Midwest, 1870–1920*. Both events occur on Thursday, November 30, with the Author Chat Book Club starting at 3 p.m. and the Iowa History Book Club starting at 7 p.m.

Stewart, Scott. "Winterfest almost too successful to kick off holiday season." *The Daily Nonpareil*, 25 Nov. 2023, p. A3. NewsBank: America's News – Historical and Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aasid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1958735A20D977C3%25402460274-195873654E1CE721%25402](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aasid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-1958735A20D977C3%25402460274-195873654E1CE721%25402). Accessed 28 Nov. 2023.

The Daily Nonpareil – Thursday, November 30, 2023, A8: There is an advertisement for the Mitch Albom author visit as part of the Council Bluffs Public Library Speaker Series. The event occurs on December 14, 2023 at 7 p.m. at The Arts Center of Iowa Western Community College.



"See author Mitch Albom in Council Bluffs: Council Bluffs Public Library Speaker Series." *The Daily Nonpareil*, 30 Nov. 2023, p. A8. NewsBank: America's News – Historical and Current, [https://infoweb.newsbank.com/apps/news/openurl?ctx\\_ver=z39.88-2004&rft\\_id=info%3Aasid/infoweb.newsbank.com&svc\\_dat=AMNEWS&req\\_dat=OE8BFEF18FBD58BE&rft\\_val\\_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft\\_dat=document\\_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-195A18BCD7A1E434%25402460279-195A18C377DFD35E%25407](https://infoweb.newsbank.com/apps/news/openurl?ctx_ver=z39.88-2004&rft_id=info%3Aasid/infoweb.newsbank.com&svc_dat=AMNEWS&req_dat=OE8BFEF18FBD58BE&rft_val_format=info%3Aofi/fmt%3Akev%3Amtx%3Actx&rft_dat=document_id%3Aimage%252Fv2%253A16EB97841937DF20%2540AWNB-195A18BCD7A1E434%25402460279-195A18C377DFD35E%25407). Accessed 5 Dec. 2023.

## Unleash CB Bulletin

Unleash CB Bulletin – Oct 26–Nov 2, 2023: The Council Bluffs Convention and Visitors Bureau mentions two library programs in their Unleash CB Bulletin newsletter. It promotes Author Chat Book Club – John Stamos on November 1 and An Evening with Kate Quinn on November 2.

Council Bluffs Convention and Visitors Bureau. Unleash CB Bulletin, Oct 26–Nov 2, 2023. <https://www.icontact-archive.com/archive?c=1690998&f=15154&s=15697&m=240392&t=1b5c83e2fdb86b6d3842e3ae41ff6e46cc61694a6e2f955c5d9c8dbcf31bf48d>

Unleash CB Bulletin – Nov 2–9, 2023: The Council Bluffs Convention and Visitors Bureau mentions eight library programs in their Unleash CB Bulletin newsletter. It promotes An Evening with Kate Quinn on November 2, Dementia Education for Friends & Family on November 6, Adult Board Game Night on November 7, Computer Class: Microsoft Office Basics on November 8, American Red Cross Blood Drive on November 9, Author Chat Book Club: Tiffany Aliche on November 9, Silhouette Cameo: Paper Crafting Drop-In on November 9, and Mosquito Creek to Missouri River: 3 Miles as the Mosquito Flies on November 9.

Council Bluffs Convention and Visitors Bureau. Unleash CB Bulletin, Nov 2–9, 2023. <https://www.icontact-archive.com/archive?c=1690998&f=15154&s=15697&m=240744&t=1b5c83e2fdb86b6d3842e3ae41ff6e46cc61694a6e2f955c5d9c8dbcf31bf48d>

Unleash CB Bulletin – Nov 9–16, 2023: The Council Bluffs Convention and Visitors Bureau mentions six library programs in their Unleash CB Bulletin newsletter. It promotes Author Chat Book Club: Tiffany Aliche on November 9, Silhouette Cameo: Paper Crafting Drop-In on November 9, Mosquito Creek to Missouri River: 3 Miles as the Mosquito Flies on November 9, A Work in Progress: Writer's Group on November 13, Author Chat Book Club: Joy Harjo on November 16, and Mrs. Lincoln & Mrs. Kennedy on November 16.

Council Bluffs Convention and Visitors Bureau. Unleash CB Bulletin, Nov 9–16, 2023. [icontact-archive.com/archive?c=1690998&f=15154&s=15697&m=241076&t=1b5c83e2fdb86b6d3842e3ae41ff6e46cc61694a6e2f955c5d9c8dbcf31bf48d](https://www.icontact-archive.com/archive?c=1690998&f=15154&s=15697&m=241076&t=1b5c83e2fdb86b6d3842e3ae41ff6e46cc61694a6e2f955c5d9c8dbcf31bf48d)

Unleash CB Bulletin – Nov 16–23, 2023: The Council Bluffs Convention and Visitors Bureau mentions six library programs in their Unleash CB Bulletin newsletter. It promotes Author Chat Book Club: Joy Harjo on November 16, Mrs. Lincoln & Mrs. Kennedy on November 16, Winterfest: A Holiday Tradition Unlike Anywhere Else! on November 17, International Games Day on November 18, Adult Coloring Club on November 20, and Adult Board Game Night on November 21.

Council Bluffs Convention and Visitors Bureau. Unleash CB Bulletin, Nov 16–23, 2023. <https://www.icontact-archive.com/archive?c=1690998&f=15154&s=15697&m=241396&t=1b5c83e2fdb86b6d3842e3ae41ff6e46cc61694a6e2f955c5d9c8dbcf31bf48d>

Unleash CB Bulletin – Nov 22–30, 2023: The Council Bluffs Convention and Visitors Bureau mentions five library programs in their Unleash CB Bulletin newsletter. It promotes American Red Cross Blood Drive on November 24 (this event did not occur), D&D Adventurers League on November 25, Welcome to Medicare on November 28, Author Chat Book Club: Naomi Alderman on November 30, and Iowa History Book Club on November 30.

Council Bluffs Convention and Visitors Bureau. Unleash CB Bulletin, Nov 22,–30 2023. <https://www.icontact-archive.com/archive?c=1690998&f=15154&s=15697&m=241695&t=1b5c83e2fdb86b6d3842e3ae41ff6e46cc61694a6e2f955c5d9c8dbcf31bf48d>

## Reviews:

Google Reviews

5 Star Review: Very nice place. My granddaughter and I will be back.

5 Star Review

**CITY OF COUNCIL BLUFFS  
YEAR-TO-DATE LIBRARY BUDGET REPORT**

**November 2023**

ACCOUNTS FOR:		ORIGINAL	YTD	FY23	MTD	AVAILABLE	PERCENT
GENERAL FUND		APPROP	EXPENDED	ACCRUALS	EXPENDED	BUDGET	USED
A14100 601000	SALARIES- REGULAR	1,382,515.17	489,082.98	(24,993.02)	102,247.97	893,432.19	35.4%
A14100 602000	SALARIES- PARTIME	389,740.28	132,405.27	(6,356.41)	27,867.68	257,335.01	34.0%
	<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,772,255.45</b>	<b>621,488.25</b>	<b>(31,349.43)</b>	<b>130,115.65</b>	<b>1,150,767.20</b>	<b>35.1%</b>
A14100 606400	HOLI-VACATION-SICK PAY	-	1,637.14	-	-	(1,637.14)	
A14100 611000	FICA	125,045.36	46,027.58	(2,398.22)	9,611.57	79,017.78	36.8%
A14100 613000	IPERS	157,855.63	58,379.60	(2,959.39)	12,223.51	99,476.03	37.0%
A14100 615000	GROUP INSURANCE	330,004.32	145,809.16	-	31,072.12	184,195.16	44.2%
A14100 619930	MILEAGE REIMBURSEMENT	4,000.00	1,040.14	-	444.89	2,959.86	26.0%
A14100 619950	MISC EMPLOYEE BENEFITS	1,500.00	34.97	-	-	1,465.03	2.3%
	<b>TOTAL EMPLOYEE BENEFITS</b>	<b>618,405.31</b>	<b>252,928.59</b>	<b>(5,357.61)</b>	<b>53,352.09</b>	<b>365,476.72</b>	<b>40.9%</b>
A14100 621000	DUES-MEMBER-SUBSC	3,000.00	650.00	-	150.00	2,350.00	21.7%
A14100 623000	TRAINING EXPENSE	2,000.00	727.00	-	-	1,273.00	36.4%
A14100 623010	TRAVEL EXPENSE	5,000.00	1,416.25	-	351.44	3,583.75	28.3%
A14100 623020	EMPLOYEE MEAL EXPENSE	1,000.00	47.39	-	-	952.61	4.7%
	<b>TOTAL STAFF DEVELOPMENT</b>	<b>11,000.00</b>	<b>2,840.64</b>	<b>-</b>	<b>501.44</b>	<b>8,159.36</b>	<b>25.8%</b>
A14100 637110	UTILITIES-GAS	30,000.00	1,626.62	-	635.66	28,373.38	5.4%
A14100 637120	UTILITIES-ELECTRIC	69,000.00	33,238.13	-	5,237.72	35,761.87	48.2%
A14100 637210	REFUSE COLLECTION	1,200.00	433.30	-	86.66	766.70	36.1%
A14100 637300	TELECOMMUNICATION	600.00	250.00	-	50.00	350.00	41.7%
A14100 637400	UTILITIES-WATER	2,000.00	1,308.30	-	491.70	691.70	65.4%
	<b>TOTAL UTILITIES</b>	<b>102,800.00</b>	<b>36,856.35</b>	<b>-</b>	<b>6,501.74</b>	<b>65,943.65</b>	<b>35.9%</b>
A14100 640200	ADVERTISING EXPENSE	3,000.00	1,210.91	(47.39)	1,068.38	1,789.09	40.4%
A14100 640300	TECHNOLOGY SERVICES	150,000.00	112,265.88	74,927.31	2,802.56	37,734.12	74.8%
A14100 640400	BILLING & COLLECTIONS FEES	1,500.00	836.47	(155.05)	187.93	663.53	55.8%
A14100 640700	CONSUTANT EXPENSE	500.00	-	-	-	500.00	0.0%
A14100 641000	OTHER CNTRACTUAL SRVCS	70,300.00	25,552.65	-	6,596.33	44,747.35	36.3%
A14100 641410	PRINTING	1,000.00	-	-	-	1,000.00	0.0%
A14100 642000	LEASE PAYMENTS	5,200.00	4,326.76	-	-	873.24	83.2%
	<b>TOTAL CNTRACTUAL SERVICES</b>	<b>231,500.00</b>	<b>144,192.67</b>	<b>74,724.87</b>	<b>10,655.20</b>	<b>87,307.33</b>	<b>62.3%</b>
A14100 650200	FICTION & LARGE PRINT	35,800.00	13,286.99	-	3,653.74	22,513.01	37.1%
A14100 650210	PERIODICALS	12,000.00	1,541.60	-	-	10,458.40	12.8%
A14100 650211	AUDIO BOOKS	17,000.00	8,909.24	-	2,434.02	8,090.76	52.4%
A14100 650212	DVDs	27,000.00	6,743.54	-	2,110.27	20,256.46	25.0%
A14100 650213	MUSIC CDs	4,000.00	1,581.89	-	421.64	2,418.11	39.5%
A14100 650214	REFERENCE	6,000.00	2,244.78	-	2,115.00	3,755.22	37.4%
A14100 650215	DATABASES	86,600.00	73,067.02	-	2,800.00	13,532.98	84.4%
A14100 650216	YOUNG ADULT	16,000.00	6,957.21	-	1,416.94	9,042.79	43.5%

**CITY OF COUNCIL BLUFFS  
YEAR-TO-DATE LIBRARY BUDGET REPORT**

A14100 650217	VIDEO GAMES	8,000.00	6,206.40	-	1,076.56	1,793.60	77.6%
A14100 650218	E MATERIALS	60,000.00	23,999.79	-	6,297.99	36,000.21	40.0%
A14100 650219	NON-FICTION	20,000.00	6,272.97	-	2,548.23	13,727.03	31.4%
A14100 650220	KIDS BOOKS	30,000.00	11,741.85	-	2,470.52	18,258.15	39.1%
A14100 650221	SPANISH COLLECTION	2,400.00	542.18	-	81.42	1,857.82	22.6%
A14100 650400	MINOR EQUIPMENT	5,000.00	1,030.82	-	970.93	3,969.18	20.6%
A14100 650600	OFFICE SUPPLIES	7,000.00	3,464.31	-	337.26	3,535.69	49.5%
A14100 650700	LAUNDRY SERVICES	200.00	86.50	-	20.00	113.50	43.3%
A14100 650750	OPERATING SUPPLIES	14,000.00	9,625.95	-	133.95	4,374.05	68.8%
A14100 650810	POSTAGE & FREIGHT	9,000.00	5,000.00	-	-	4,000.00	55.6%
A14100 691000	TRANSFERS OUT	50,000.00	-	-	-	50,000.00	0.0%
	<b>TOTAL COMMODITIES</b>	<b>410,000.00</b>	<b>182,303.04</b>	<b>-</b>	<b>28,888.47</b>	<b>227,696.96</b>	<b>44.5%</b>
	<b>TOTAL LIBRARY</b>	<b>3,145,960.76</b>	<b>1,240,609.54</b>	<b>38,017.83</b>	<b>230,014.59</b>	<b>1,905,351.22</b>	<b>39.4%</b>

<b>Expenses Outside of City Operating Budget/General Fund</b>		
<b>FY 2023-2024</b>		
<b>Type of Service</b>	<b>Fund Source</b>	<b>Nov-23</b>
1,000 Books Before Kindergarten	Foundation	\$1,779.24
2024 Winterfest	Friends	\$2,232.25
31 Days of Holiday Cheer	Staff Appreciation/Friends	\$270.81
Adult Programming	Foundation	\$1,201.78
Board Game Collection	Enrich Iowa	\$313.60
Book Memorials	Various	\$524.08
Foundation Author Series	Foundation	\$7,741.32
Friends Board Gifts	Friends	\$33.75
Heat Press Project	Enrich Iowa	\$266.70
Imagination Library Books	Foundation	\$3,647.90
MakerSpace	Enrich Iowa	\$17.06
Seed Library	Enrich Iowa	\$13.96
Teen Programming	Foundation	\$192.09
Youth Programming	Foundation	\$894.60
<b>TOTAL Gifts &amp; Memorials:</b>		<b>\$19,129.14</b>
<b>Additional Expenses</b>	<b>Fund Source</b>	<b>Nov-23</b>
24HR Remote Library Kiosk	Grants/Foundation	\$1,710.00
<b>TOTAL Additional Expenses:</b>		<b>\$1,710.00</b>

Received in donations and other funding during the month of October 2023:

\$40.00 in memory of Dora Jo Weis

\$100.00 in memory of Donna Grote (multiple donations)

\$25.00 in memory of Buddy Hussmann-Hooi

\$30.00 given by Frances Gohlinghorst

\$100.00 given by Michelle Wright

\$100.00 given by Linda Dunlop

\$421.00 from Friends of the Library

\$8,772.22 State Library Funding (Open Access & ILL Reimbursement)

\$17,000.00 from CBPL Foundation

\$11,000.00 from CBPL Foundation

\$148,762.00 from Pottawattamie County

**CITY OF COUNCIL BLUFFS  
YEAR-TO-DATE LIBRARY BUDGET REPORT**

END OF FISCAL YEAR 2022-2023						
ACCOUNTS FOR:		REVISED	YTD	END OF YEAR	AVAILABLE	PERCENT
GENERAL FUND		BUDGET	EXPENDED	ADJUSTMENTS	BUDGET	USED
A14100 601000	SALARIES- REGULAR	1,292,563.27	1,300,699.69	24,993.02	(8,136.42)	100.6%
A14100 602000	SALARIES- PARTIME	470,166.44	329,957.53	6,356.41	140,208.91	70.2%
	<b>TOTAL SALARIES &amp; WAGES</b>	<b>1,762,729.71</b>	<b>1,630,657.22</b>	<b>31,349.43</b>	<b>132,072.49</b>	<b>92.5%</b>
A14100 611000	FICA	132,961.64	121,091.42	2,398.22	11,870.22	91.1%
A14100 613000	IPERS	163,960.01	152,150.35	2,959.39	11,809.66	92.8%
A14100 615000	GROUP INSURANCE	330,064.09	321,068.24	-	8,995.85	97.3%
A14100 619930	MILEAGE REIMBURSEMENT	4,000.00	2,063.41	-	1,936.59	51.6%
	<b>TOTAL EMPLOYEE BENEFITS</b>	<b>630,985.74</b>	<b>596,373.42</b>	<b>5,357.61</b>	<b>34,612.32</b>	<b>94.5%</b>
A14100 621000	DUES-MEMBER-SUBSC	3,000.00	3,239.50	-	(239.50)	108.0%
A14100 623000	TRAINING EXPENSE	2,000.00	2,248.36	-	(248.36)	112.4%
A14100 623010	TRAVEL EXPENSE	6,000.00	2,187.68	-	3,812.32	36.5%
A14100 623020	EMPLOYEE MEAL EXPENSE	200.00	159.05	-	40.95	79.5%
	<b>TOTAL STAFF DEVELOPMENT</b>	<b>11,200.00</b>	<b>7,834.59</b>	<b>-</b>	<b>3,365.41</b>	<b>70.0%</b>
A14100 631000	BUILDING MAINT & REPAIR	3,100.00	1,195.19	-	1,904.81	38.6%
A14100 633200	EQUIPMENT REPAIR	-	755.00	-	(755.00)	
A14100 637110	UTILITIES-GAS	28,000.00	30,477.98	-	(2,477.98)	108.8%
A14100 637120	UTILITIES-ELECTRIC	69,000.00	75,772.46	-	(6,772.46)	109.8%
A14100 637210	REFUSE COLLECTION	1,200.00	1,039.92	-	160.08	86.7%
A14100 637300	TELECOMMUNICATION	-	575.00	-	(575.00)	
A14100 637400	UTILITIES-WATER	2,400.00	2,440.99	-	(40.99)	101.7%
	<b>TOTAL REPAIRS, MAINT, UTIL</b>	<b>103,700.00</b>	<b>112,256.54</b>	<b>-</b>	<b>(8,556.54)</b>	<b>108.3%</b>
A14100 640200	ADVERTISING EXPENSE	3,500.00	2,638.53	47.39	861.47	75.4%
A14100 640300	TECHNOLOGY SERVICES	200,000.00	158,585.02	-	41,414.98	79.3%
A14100 640400	BILLING & COLLECTIONS FEES	1,500.00	1,652.69	155.05	(152.69)	110.2%
A14100 640700	CONSUTANT EXPENSE	100.00	74.00	-	26.00	74.0%
A14100 641000	OTHER CNTRACTUAL SRVCS	71,100.00	69,011.63	-	2,088.37	97.1%
A14100 641410	PRINTING BINDING	800.00	699.87	-	100.13	87.5%
A14100 642000	LEASE PAYMENTS	2,000.00	2,273.16	-	(273.16)	113.7%
	<b>TOTAL CONTRACTUAL SERVS</b>	<b>279,000.00</b>	<b>234,934.90</b>	<b>202.44</b>	<b>44,065.10</b>	<b>84.2%</b>
A14100 650200	FICTION & LARGE PRINT	38,000.00	37,336.42	-	663.58	98.3%
A14100 650210	PERIODICALS	12,000.00	11,935.24	-	64.76	99.5%
A14100 650211	AUDIO BOOKS	17,000.00	16,975.94	-	24.06	99.9%
A14100 650212	DVDs	17,000.00	16,472.78	-	527.22	96.9%
A14100 650213	MUSIC CDs	4,000.00	3,553.34	-	446.66	88.8%
A14100 650214	REFERENCE	5,000.00	4,665.68	-	334.32	93.3%
A14100 650215	DATABASES	91,000.00	85,184.01	-	5,815.99	93.6%
A14100 650216	YOUNG ADULT	16,000.00	16,109.02	-	(109.02)	100.7%
A14100 650217	VIDEO GAMES	8,000.00	7,986.06	-	13.94	99.8%
A14100 650218	E MATERIALS	70,000.00	69,343.10	-	656.90	99.1%
A14100 650219	NON-FICTION	20,000.00	19,772.38	-	227.62	98.9%
A14100 650220	KIDS BOOKS	30,000.00	33,946.51	-	(3,946.51)	113.2%
A14100 650221	SPANISH COLLECTION	2,400.00	2,460.90	-	(60.90)	102.5%
A14100 650400	MINOR EQUIPMENT	6,000.00	7,513.65	-	(1,513.65)	125.2%
A14100 650600	OFFICE SUPPLIES	8,000.00	8,402.59	-	(402.59)	105.0%
A14100 650700	LAUNDRY SERVICES	400.00	35.00	-	365.00	8.8%
A14100 650750	OPERATING SUPPLIES	14,000.00	13,345.33	-	654.67	95.3%
A14100 650810	POSTAGE & FREIGHT	15,000.00	4,262.13	-	10,737.87	28.4%
A14100 672505	HARDWARE/SOFTWARE	10,000.00	108.00	-	9,892.00	1.1%
	<b>TOTAL COMMODITIES</b>	<b>383,800.00</b>	<b>359,408.08</b>	<b>-</b>	<b>24,391.92</b>	<b>93.6%</b>
	<b>TOTAL LIBRARY</b>	<b>3,171,415.45</b>	<b>2,941,464.75</b>	<b>36,909.48</b>	<b>229,950.70</b>	<b>92.7%</b>

# Proposal for Services

Council Bluffs Public Library

## Executive Summary

---

### Overview of Project Goals

**Goal 1.** Gather, analyze, and apply learnings from stakeholder input from library cardholders, non-cardholders, community organizations, key stakeholders, and employees.

**Goal 2.** Facilitate the development of a three-year strategic plan to maximize mission impact.

**Goal 3.** Co-create a strong implementation plan to achieve their desired results.

### Benefits of Partnering with Parlay

**Benefit 1.** Parlay is an experienced facilitation, implementation coaching, and system change firm; we make good company on the visioning and planning journey.

**Benefit 2.** Parlay uses robust research strategies to map the landscape that our clients are building upon. Our strategies can assist Organization in knowing where they stand while they look to the future.

**Benefit 3.** Parlay works frequently with caring nonprofits and community-based organizations. We will stay focused on the organization's values along with its successful bottom line.

## Parlay Consulting Firm

---

*We identify assets and opportunities and leverage your current success to build your desired results.*

**Parlay Consulting Firm, Inc.** (Parlay) has experience with over 150 non-profit organizations, government entities and for-profit companies in Nebraska, Iowa, Missouri, U.S. Virgin Islands, and Ohio. Parlay provides organizational development services based on the unique needs of your Board of Directors, Leadership Team, and employees. We work with you to identify what your talents, resources and expertise are to parlay them into your desired results. With you, we design the best project plan to

"I wanted to take a moment to express my thanks for your facilitation of yesterday's strategic planning session with SHARE. Faced with a tremendous task to "get it right" you moved through the day with ease and guided us to exciting outcomes to which I am truly looking forward. The exercises and techniques helped with honest discussion and I feel like I learned so much. I'm happy to be a part of this pivotal point with SHARE Omaha!

Again, thank you for making what could have been a daunting day the start of an exciting journey!"

**-Holly Kaffenberger, SHARE Omaha**



optimally support your organization. We offer needs assessment, strategic planning, Board Governance development, implementation coaching, stakeholder surveys/interviews, program evaluation, facilitation services and other services to build your company's capacity and desired outcomes.

## Mission

Our mission is to work with companies to Achieve their Desired Results.

*At Parlay Consulting Firm, we believe in...*

- **Growth.** Continually improving individuals, companies, and ourselves for the betterment of our shared community.
- **Curiosity & being challenged.** Often, we hear others say to us, “that’s a great question” because of the gentle pushes we can’t help but to ask.
- **Resourcefulness.** It is important to take your current outcomes and parlay them into the results you desire to achieve.
- **Humility.** Often being humble in the hard work it takes to get there.
- **Energy & excitement.** With every person or organization, we work with, we get excited about the potential that they can achieve.
- 

## Clients

Our clients range from small nonprofits with all volunteers to large, multimillion-dollar budgets with multiple locations. Our nonprofit work ranges from organizations related to the arts, human services, foundations, advocacy, education, and community collaborations.

## Our Leadership Team

**Beth Morrissette, MPA, MSW** is the CEO at Parlay and has



worked with the nonprofit sector for almost 25 years. She is experienced in the full continuum of job responsibilities from Nonprofit Executive Director to Nonprofit Board member to an elected official. As an Executive Director, she helped lead a collective impact organization to successfully build partnerships across multiple nonprofits organizations and government entities. Beth is a strong believer in giving back to the community and making it a better place for the future. She is currently in her second term on the Board of Education for Westside Community Schools and served on the Board of Directors for a large nonprofit organization with a budget over \$24 million. She specializes in building organizational capacity through board governance, strategic planning, and implementation coaching. She is skilled as a collective impact leader of a backbone organization and as a neutral facilitator of small and large groups.

In her first role as an Executive Director, she had the honor of being the very first Executive Director for the Mental Health & Substance Abuse Network in southwest Iowa. When she was first hired, she had one funder, a robust strategic plan, and a Board of Directors. Before her departure, she had diversified the funding from one source to nine sources, added three additional positions, and led the project

### Parlay Consulting Firm, Inc.

**Primary Contact.** Beth Morrissette, CEO

**Address.** 2921 South 102<sup>nd</sup> Street, Omaha, Nebraska

**Phone Number.** 402.981.7176

**Email.**

[bethmorrissette@parlayconsultingfirm.com](mailto:bethmorrissette@parlayconsultingfirm.com)

**Website.** [www.parlayconsultingfirm.com](http://www.parlayconsultingfirm.com)

management for the Southwest Iowa Mental Health & Disability Region design and implementation of Crisis Stabilization Services. To learn more about Beth, review her [LinkedIn](#) profile.

**Valerie J. Calderon, Ph.D.** is Director of Strategy and Capacity Building at Parlay Consulting Firm. She has



15 years of management and research consulting experience, helping leaders to create thriving places to learn, serve, and work. She has designed and implemented dozens of strategic planning, employee engagement, strengths-based development, and mixed methods research initiatives for public and private sector clients, including nationally representative education studies for public release. She has published content for peer-reviewed and popular journals and websites and provided advice and learning to hundreds of leaders nationwide,

delivering keynote addresses, workshops, and courses both in-person and online on an array of topics, including hope theory, student engagement, equity gaps in education, and well-being. She most recently co-authored a chapter for *Applied Positive Psychology* titled, "Improving Everyday Life, Health, Schools, Work, and Society." She is a skilled facilitator who enjoys helping high-mission teams build consensus and make decisions.

Valerie served 12 years as an elected member of the Bennington Public Schools Board of Education and was vice president and president. She was a founding board member for her community's chapter of TeamMates Mentoring and served as school board liaison for the Bennington Public Schools Foundation board. She is currently an external member of the Institutional Review Board for Gallup, Inc. She earned a B.A. in Zoology from Miami University and M.Div. and Ph.D. from Southwestern Seminary. She spent more than ten years supporting youth, children, and families as a high school teacher, coach, youth mentor, and minister and has participated in short-term service projects in the U.S. and abroad. To learn more about Valerie or peruse her publications, review her [LinkedIn](#) profile.

### Going the Extra Mile

"[T]hey worked with me and helped narrow the scope to get us what we needed. They produced reports that are extremely helpful in our work, and they kept in communication with me so that I knew where they were every step of the way. They also understood my schedule and went the extra mile to step in when necessary."

**-Cathleen Plager, ServeNebraska**

## Our Support Team

**Alissa Sutton, MPH** is Parlay's Senior Research and



Evaluation Manager. Alissa is a skilled

researcher, with more than seven years of experience conducting and supporting research. Alissa is formally trained in public health and has worked for a diverse group of service organizations both domestically and abroad. Most recently Alissa worked for a local foundation where she led internal research projects and provided oversight to external evaluations commissioned to inform foundation grantmaking. Alissa has a passion for helping partners identify the right questions to assess and improve their work. She has developed a wide range of skills to help answer those questions and is

always excited to learn and apply new research methods when needed. A self-described "data nerd," Alissa appreciates both quantitative and qualitative research. When not at work, she can most often be found cooking or growing food in the kitchen and garden, often with help from her husband and two young children. Learn more about Alissa on her [LinkedIn](#) profile.

**Stephanie Wenz, BS** Stephanie is a project coordinator and facilitator with Parlay. She provides implementation consulting for internal and client teams to ensure that project objectives are understood and met, tasks occur on time, and deliverables exceed client expectations. She specializes in steering teams through strategic planning, research, and candidate search programs. She is trained in inclusive group facilitation methods and supports the secure recording and reporting of client data and information. Stephanie has served dozens of clients across the Midwest, easily eliciting trust and exemplifying Parlay's core values with her partners. Most recently, she served as project lead for an executive candidate search for one of Nebraska's most recognizable nonprofit organizations. Stephanie has more than 12 years of professional experience in sales, marketing, and client service across multiple industries. She earned a B.A. in Communications and Public Relations from Nebraska Wesleyan University and is a devoted mom who appreciates Parlay's hybrid work environment that allows her to use her strengths to support world-changing clients and be present for the most important experiences with her busy, active family.



#### Additional Team Members at Parlay:

- **Rebecca Turner, MS** – Coaching & Change Management Manager
- **Tracy Lammers, BA** – Operations & Brand Manager
- **Deb Schuiteman, BS** – Administrative Assistant

To learn more about the Parlay team, visit <https://www.parlayconsultingfirm.com/about>.

## Our Approach

Parlay utilizes a custom approach in our work. All activities provided to organizations fall into three categories that work together to enable the organization to *Achieve Your Desired Results*.

Parlay's approach to strategic planning seeks to achieve your desired results in three phases, as follows:

- First, we identify assets and opportunities by using research methods to explore the historical, current, and future considerations necessary for building strategy.
- Next, we leverage the success and potential of those assets and opportunities through a highly engaging, collaborative, consensus-building facilitated experience as we develop the strategic plan.
- Finally, we engage our clients with highly individualized strategies to support the successful implementation of your plan to achieve your desired results.



### Facilitation Methods

Parlay utilizes the Institute of Cultural Affairs' (ICA) Technology of Participation (ToP)<sup>®</sup> facilitation methods to guide strategic planning consultation. ToP is a facilitation methodology developed as a participatory approach to community and organizational development. The methods and tools employed by ToP are specifically geared toward groups that need to come to consensus and make

collective decisions or plans. These goals are achieved through meaningful conversations that foster strategic thinking, welcome diversity, and seek and recognize the voice, wisdom, and contributions of all group members, all while focusing on shared agreement. All our facilitation can be done virtually. Typical virtual services are via Zoom with the utilization of Google docs. We are open to discussing other virtual platforms you and your team is most comfortable with.

### Research Methods

Parlay uses multiple research methods as appropriate to meet the specific needs of our client's research objectives, questions, and participants. Parlay can utilize both primary and secondary sources to meet the needs of the organization. Secondary sources may include a review of extant literature, secondary data sources, and historical documents. Primary data sources may include online surveys, interviews, focus groups, and community listening sessions. Interviews, focus groups, and community listening sessions may be conducted either in person or virtually. These sessions are typically recorded, transcribed, then analyzed for codes and themes guided by a phenomenological approach, which seeks to understand the lived experiences individuals have had with a concept or phenomenon (Creswell & Poth 2018). Qualitative analysis will occur using Computer Aided Qualitative Data Analysis Software (CAQDAS) such as MAXQDA. Surveys will be analyzed for descriptive and limited comparative statistics using Microsoft Excel or a more advanced software such as STATA when necessary.

## Designing Your Process

This proposal is designed to provide a variety of options for Council Bluffs Public Library to consider as they design the strategic planning process that best meets their needs. The services below are described include services that are recommended and optional services to consider.

## Project Timeline

Draft

Activities/Services	Jan	Feb	March	April	May	June	July
Planning Meetings	X	X	X	X	X	X	X
Community Conversation - Focus Group with community partners	X	X					
Surveys			X	X			
OPTIONAL – Wave Method		X	X				
Stakeholder Input – Analysis & Report				X			
Employee Feedback	X	X	X	X	X		
Strategic Planning Sessions					X	X	
OPTIONAL – Implementation Dashboard							X

## Identify Assets & Opportunities

### *Stakeholder Input Gathering*

The Stakeholder Input Gathering (staff, cardholders, non-cardholders, contracted partners, etc.) can be achieved through online surveys, interviews, and/or focus groups. In partnership, we will work with you to develop key questions to identify stakeholders' perceptions of the strengths, weaknesses, opportunities, and possibilities about the organization and the programming.

**Online Survey.** Parlay will design a strategic planning insights survey to invite perceptions of cardholders and non-cardholders about the organization, generally, about the strengths, weaknesses, opportunities, and future role the library could plan in the future. The survey will be programmed in Survey Monkey. Parlay will provide email communications to the client for review, including a draft pre-note which may be sent from the Director prior to distributing the survey.

- The client will provide a list of 1000 cardholders (randomly selected) with names and email addresses. Parlay will load the email list into the Survey Monkey system. Parlay will send an email invite and periodic reminder emails to those who have not yet participated in the survey.
- Parlay will provide communications for the client to communicate with community partners (especially from the ones selected for the focus group invitation) to help distribute a link to the online survey – with the goal to reach non-cardholders.
  - It is strongly recommended that an incentive should be given to survey participants. We have seen great results with \$5 gift cards and even better responses with \$10 gift cards. For equity, we would suggest the incentive should be offered to ALL survey participants.
- The questionnaire will include up to four (4) demographic questions, up to twelve (12) closed-ended items and up to one (1) open-ended items.
- The survey will be programmed in English only. Additional fee for additional languages.
- The survey will take no more than 10-minutes to complete.
- Parlay will clean and analyze the data and report overall and group results for up to 250 completed surveys. Additional fees for larger number of completes requested by client.
- Item frequencies, descriptive statistics and item means (where appropriate) will be reported. No individual response-level data will be shared back. Open-ended items will be analyzed and coded and reported back.
  - For an additional fee, additional subgroup analysis may be completed for three (3) subgroups of n>5 (i.e., data analysis responses by subgroups – students, educator, individuals that experiencing homelessness, contractors, etc.).
  - Additional recruitment efforts not included in this scope may be needed to ensure adequate sample sizes for subgroup analysis by the client.
- Surveys that are designed for multiple audiences may need to have more than one survey designed, distributed, and analyzed for an additional fee.

**Interviews.** Parlay will conduct up to eight (8) one-one-one in-depth stakeholder interviews with board members, contractors, or other partners.

- Interviews will be up to 30-minutes in length. Parlay will provide recruitment emails for the Executive Director, and a Parlay team member will schedule with the interviewee at a most convenient time. Interviews will be conducted and recorded virtually via Zoom. Interviews will be conducted in English only. The client may provide interpreter as needed.

**Community Conversation – Focus Group with Community Partners.** Parlay will design and conduct one focus groups to invite reflections on programs and services to inform the strategic plan. The focus groups would be with current and/or potential community partner organizations. Parlay will partner with the client to design an exploratory interview guide. Focus groups allow individuals to hear thoughts and ideas from one another and build upon the group’s conversation for a more complex processing.

- Focus group may be conducted either in-person or virtually via Zoom and will last up to 90-minutes each. The focus group may include up to ten participants. Focus groups will be conducted in English only. The client may provide interpreter as needed.
- Parlay will provide recruitment emails to be sent by your organization to potential participants. Focus groups will be recorded, transcribed, and analyzed for key themes.
- NOTE: Parlay recommends providing a small incentive to participants as a token of thanks for their participation. A \$25 gift card and/or snacks and a meal could be provided. These incentives are not included in the fee below.

### Did their Homework

“I really appreciated that prior to coming in and working with us, [they] did [their] research and spent a significant amount of time trying to better understand our work, the challenge we were up against and making sure that she could best support us during our full-day offsite. I also very much appreciated that [they] not only made our time as a team together super engaging, but that she also made sure that everyone felt included and had their voice heard throughout the process.”

-Laurel Oetken, Greater Omaha Chamber

**Employee Feedback Activity.** Parlay will partner with the Council Bluffs Public Library’s Director on five occasions to gather immediate feedback from the employees. During the discovery call before the submission of this proposal, it was shared that employees respond to unique engagement opportunities such as a post-it note in the breakroom. During this engagement, we would partner with the Director to post questions in the breakroom for one week at a time. The Director would record the post-it notes responses and share with Parlay. Parlay would use the feedback to inform the services described in this proposal.

### Stakeholder Input Deliverables.

- A summary report of findings from the in-depth interviews and focus group interviews will be prepared. The report will be up to 12 pages in length and created in Parlay font and style. The client will have one review opportunity of the report.
- A summary report of survey results and findings along with the employee feedback will be created in PPT and include up to 15 slides.
- Parlay will present an executive presentation of results and findings from the interviews and survey to the Board of Directors, Director, and/or other leaders virtually via Zoom. (The presentation can be delivered in person if requested.)

### WAVE Method – Examine Trends, Paradigms and Approaches Emerging (OPTIONAL)

The team will gain insights and understanding of how other successful organizations in your field are adapting to the current environment. This may include exploring evergreen services, new frameworks for public libraries (i.e., makerspace) and/or the importance of public libraries in communities. The Leadership and/or Board of Directors and/or ad hoc committee of the Board and/or additional key staff would participate in this activity.

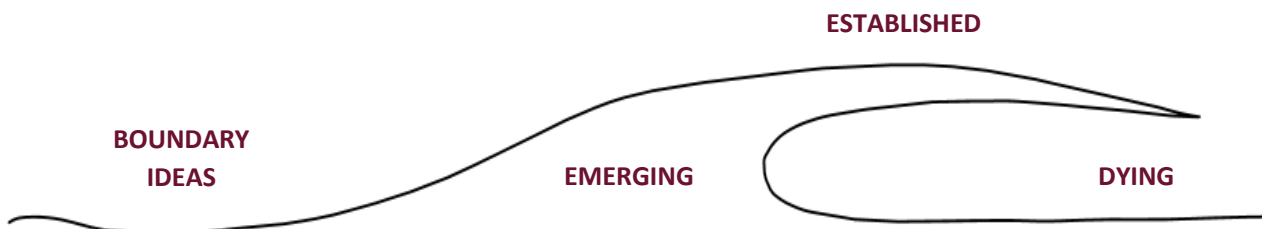
- During this activity, the participants will brainstorm and discuss:
  1. **EMERGING.** Which trends and practices are picking up momentum and acceptance?
  2. **ESTABLISHED.** Which trends and practices are mainstream or standard operating procedures?
  3. **BOUNDARY IDEAS.** Which new ideas are pushing/needing to become accepted trends and practices?
  4. **DYING.** Which trends and practices are concepts whose viability is overtly questioned?
- This will allow for the group to consider where organizations like yours have historically put their efforts and may still be viable or new trends that need to be considered going forward.
  - What about these excite us for the future and what makes us cautious as we plan for the future?
  - What are the implications for the organization as we plan for the future?
- ✓ This a two-hour session.

#### Pre-work.

- The organization will identify relevant up to five (5) relevant articles, videos, podcasts, etc. to share with the participants related to other service organizations like your organization. Participants would be expected to read these articles prior to the meeting.

#### Wave Method Deliverable.

- A Summary Report will be prepared and shared with the Director and the Board of Directors.



## Leverage Success & Potential

### Strategic Planning Workshops

The Strategic Planning Workshop is based on the Technology of Participation (ToP) facilitation method of strategic planning. The ToP method builds consensus for effective strategic decision-making. ToP brings together the Board of Directors and organizational leadership to share hopes and aspirations for the future of the organization and to build a plan to achieve the possibilities.

The first portion of the Strategic Planning Workshop invites the Board of Directors and staff to co-create the practical vision (three to five years from now) and the strategic directions. The remaining time together is for staff (others are welcome at Executive Director's discretion) to operationalize the practical vision and strategic directions.



#### Face-to-face.

- Steps One – Six – 8.5 hours – includes lunch or can be completed in two half days with the Board of Directors and leadership. Recommend in-person meeting(s).
- Steps Seven – Ten – 8.5 hours – includes lunch or can be completed in two half days with the leadership team, staff, and committee chairs.– This will be co-created as a team for all goals and implementation plans. (May be completed virtually)



### Strategic Plan Deliverables

- Strategic plan full report: this up to 20-page report is delivered in PDF format and documents the methods, discussions, and decisions made. It is created in Parlay font and style with dual logo cover page. The client will have two review opportunities for the report. This document also includes the first-year implementation plan.
- Strategic plan report excluding the implementation plan.
- Strategic plan executive summary that includes a one-page summary of the organizations mission, vision, values, the practical vision, strategic directions, and three-year goals.

**NOTE:** This workshop may be conducted virtually. If virtual facilitation is needed, please let Parlay know, and we will make the appropriate adjustments to the scope and cost. Parlay does not recommend hybrid strategic planning workshops in which some participants are in-person and others join virtually.

### Build Desired Results

#### Implementation Dashboard (OPTIONAL)

The Implementation Dashboard is a data visualization tool, designed to provide snapshots of progress toward achieving your organizational goals. Relevant data is displayed as highly visual charts and graphs, so it's easy to see progress at a glance. It serves as an excellent tool to share successes and facilitate conversation among staff, leadership, or board of directors, and to keep your organization accountable for your goals.

**This tool is a valuable addition to Strategic Planning**, but can also be used for singular projects or short-term initiatives.

#### Process

- Brainstorm and refine Key Performance Indicators (KPIs) based on goals, priorities, and availability of data sources.
- Dashboard developed by Parlay in Microsoft Excel (no additional apps or plugins needed)
  - Up to nine (9) KPIs included; more KPIs can be included for an additional fee
- One check-in after regular usage has begun to discuss experiences, challenges, or questions for Parlay.

“I want to thank you for all the hard work on the dashboard. When we decided to get a dashboard, I had no idea what to expect. What you provided us exceeded my expectations. It's appealing and shares great information. Thanks for your efforts on this- you are awesome at what you do!”

—Michelle Stryker, Nebraska Game & Parks

#### Timeframe & Commitment to Build the Tool

- Up to five meetings, ranging from thirty (30) minutes to two (2) hours.
- Estimated four to eight (4-8) weeks to completion.
- Recommend two to three (2-3) people maximum involved to represent your organization.

#### Dashboard Deliverables

- Data dashboard to routinely track progress toward specific organizational goals.
- Instructions for usage

## Consultation Fees

Below are the recommended services with a bundled fee. The optional services are listed underneath the recommended services.

	Services	Deliverables	Fee
<i>Recommended Services</i>	<ul style="list-style-type: none"> <li>▪ Online Survey (up to 250 completed) – English &amp; Spanish only</li> <li>▪ Eight Interviews</li> <li>▪ One Community Conversation – Focus Group with Community Partners</li> <li>▪ Employee Feedback Activity</li> <li>▪ Strategic Planning Workshop</li> </ul>	<ul style="list-style-type: none"> <li>▪ Up to 12-page summary of interviews, employee focus groups and community organization focus groups.</li> <li>▪ Up to 15 slide PowerPoint summary of survey results and employee feedback activity.</li> <li>▪ Executive Summary Presentation on stakeholder input.</li> <li>▪ Strategic plan full report</li> <li>▪ Strategic plan without implementation plan</li> <li>▪ One-page executive summary of the strategic plan</li> </ul>	\$27,855*
<i>Optional Services</i>	<ul style="list-style-type: none"> <li>▪ Additional Survey Subgroup Analysis - \$2,700</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Wave Method – \$2,100</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Implementation Dashboard – \$4,260</li> </ul>		

\*Please note this does not include incentives and other additional fees that may be included. See below for more details.

## Consultation Fee Agreement

Please select the services that will best meet the needs of your organization from the table below

Activity	Fee
<b>Recommended Services</b>	
<input type="checkbox"/> Stakeholder Input Gathering – Online Survey <input type="checkbox"/> Stakeholder Input Gathering - Interviews <input type="checkbox"/> Stakeholder Input Gathering – Community Partner Focus Groups <input type="checkbox"/> Employee Feedback Activity <input type="checkbox"/> Strategic Planning	
<b>Optional Services</b>	
<input type="checkbox"/> Additional Survey Subgroup Analysis	
<input type="checkbox"/> Wave Method	
<input type="checkbox"/> Implementation Dashboard	
<b>Total Fee</b>	

The Council Bluffs Public Library (Organization) will make all arrangements for the location of meetings (including rental fees), projection equipment, refreshments, and meals for participants as needed. This includes providing meals for each Parlay employee present during the service. The organization is responsible for any marketing or public promotion (i.e., public forums and/or surveys).

Once services are selected and agreed upon by the organization and Parlay, Parlay will distribute a DocuSign document of this proposal with your selected services. Fifty percent (50%) of anticipated fees will be due at signing of this document and is nonrefundable. The remainder amount is due at the submission of the strategic planning reports. Coaching is billed separately if selected.

After the submission of the final report, the organization may create a publicly available document with their branding and graphics. If such external document is created and distributed, the document will include acknowledgement to Parlay Consulting Firm’s role and Parlay’s banner logo in a minimum of one location in online document and any printed materials.

### Additional Fees

#### Business Hours

- Services will be delivered during typical business hours (Monday through Friday 8am – 5pm). An additional 15% will be added if services are completed outside of typical business hours. Please let us know if this may be a possibility.

#### Additional Languages

- All services are provided in English. For additional language (i.e., beyond English & Spanish) in **survey** design is an additional \$500. **Data analysis** of additional language will be tracked for hourly reimbursement of \$135 an hour and will be billed at the completion of the work. The organization is

responsible for email communication translation into desired language(s). If additional language is required for **interviews** and/or **focus groups**, the organization is responsible for securing interpretive services. Additional hours for Parlay to coordinate and pre-work with interpreters and any additional post-work, will be tracked for hourly reimbursement of \$135 an hour and will be billed at the completion of the work.

### Late Cancellation Fees

- Organization will be billed for appointments that are scheduled and not utilized *unless* notice is provided 24+ hours in advance.

### Travel Fees

- Mileage from Omaha to meetings outside of the Omaha Metro (includes Council Bluffs, Iowa city limits) area will be billed at the Federal rate per mile, per consultant.
- If meetings are more than a 2-hour drive from the Omaha Metro area, and begin before 9:00am or end after 7:00pm, a hotel will be needed per consultant.
- When possible, Zoom (or a similar online technology) may be utilized.
- If travel to a location greater than 3 hours away from Omaha is needed, the travel fees will include mileage and \$75 hourly rate per consultant traveling to and from the meeting location (i.e., 14 hours in car (to & from) = \$1,050 per consultant).

### Virtual Facilitation.

- All services may be completed virtually for an additional 15% per service (unless noted in the scope of work to be completed virtual).
- Please note that action planning and strategic planning is not recommended to be delivered in a hybrid format. If hybrid is considered, an additional fee will be assessed based on the complexity of the facilitation design.

### Outside of Scope of Work Described

- If a session was scoped for one full day of in-person facilitation and is adjusted to split over two days an additional fee of \$500 may be assessed to cover additional set up, tear down, planning calls, travel, etc.
- If the project is extended because of no fault of Parlay (i.e., organization determines more KPIs are needed, organization determines more articles need to be reviewed), Parlay and Organization will discuss additional hours needed for the project outside the scope of this proposal at the hourly rate of \$150.
- As a client of Parlay's, we are available as needed to answer questions that arise outside of this scope of work. Our expertise and experience may be helpful in unforeseen circumstances. At times, complex situations need extended consultation support. We are available for this support even if you do not have a coaching contract with us. For calls that last over 15-minutes or need multiple communications (including email) or consultant time for follow-up research or sharing of resources, you will be billed for Parlay's time at \$37 per 15 minutes.

**TERM:** This Statement of Work is effective as of December 15, 2023 and shall expire on September 15, 2024.

## References

---

1. **Donna Dostal**  
President & CEO  
Community Foundation for Western Iowa  
712-256-7007 ext. 11  
[ddostal@givewesterniowa.org](mailto:ddostal@givewesterniowa.org)
  
2. **Ashley Flater**  
Executive Director  
MICA House  
712-323-4416  
[aflater@themicahhouse.org](mailto:aflater@themicahhouse.org)
  
3. **Cathleen Plager**  
Executive Director  
ServeNebraska  
402-802-6865  
[cathleen.plager@nebraska.gov](mailto:cathleen.plager@nebraska.gov)
  
4. **Deb Denbeck**  
President / CEO  
Partnership 4 Kids  
402-490-7505  
[ddenbeck@p4k.org](mailto:ddenbeck@p4k.org)

*Thank you very much for considering Parlay for the opportunity to partner with you!*

*~ Parlay Team*

# Proposal Summary

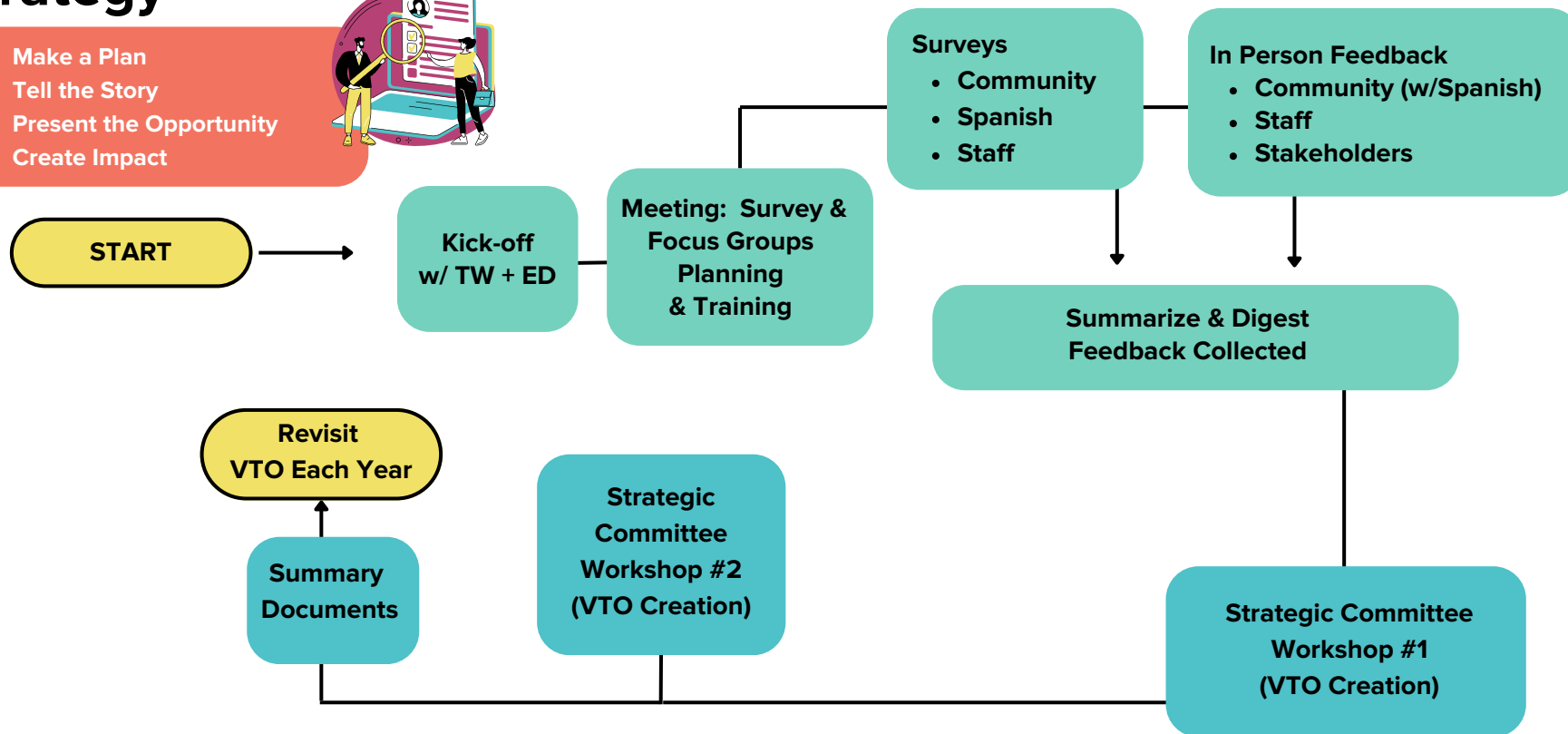


Tandem Works will work with the Council Bluffs Public Library to establish a strategic plan that is well-defined, aligned, and actionable so the organization can execute and share the library's mission and core values with impact.

Submitted to Council Bluffs Public Library  
December, 2023  
vkvam@thetandemworks.com  
thetandemworks.com

## Strategy

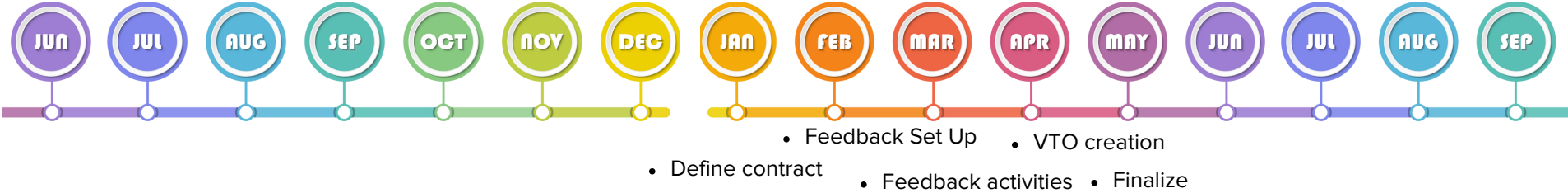
- Make a Plan
- Tell the Story
- Present the Opportunity
- Create Impact



VTO = Vision Traction Organizer. See example attached.

This is an EOS (Entrepreneur Operating System) tool we've revised to use for strategic plans, it includes a 1-year, 3-year, and 10-year view.

# Example Timeline



## Investment

The fee schedule is flexible to meet your goals and your budget.

This chart outlines a full scope of work as proposed in the "Strategy" section.

We are accustomed to working within unique budget timelines and billing cycles and are happy to discuss and customize with you.

**Feedback Activities**

**\$9,935**

**Key Activities**

- Planning meeting
- Survey consult & set up
- 3 in person facilitated feedback sessions
- Community listening training
- Data collection and summaries

**Strategic Planning (VTO)**

**\$8,150**

**Key Activities**

- VTO Workshops
- VTO Plan creation
  - 1 Year Plan
  - 3 Year Picture
  - 10 Year Target
  - 90 day goals
- Executive summary
- Supporting documents

**Total \$18,985.00**



# COUNCIL BLUFFS PUBLIC LIBRARY

## STRATEGIC PLANNING PROPOSAL

NOVEMBER 30, 2023 VERSION 1.1







# COUNCIL BLUFFS Public Library

“The public library represents the spirit of the age. The time has arrived where a city’s state of advancement may be determined by its attitude toward the public library. It makes a city or town a far more desirable place for residence and then attracts the best class of citizens. More than any other agency, it elevates the general standard of intelligence and brings the benefits of higher education to the masses whom neither the church nor the high schools are able to reach.”

- *Frederick M. Crunden*



## TABLE OF CONTENTS

- I. *Executive Summary*
- II. *Strategic Planning*
- III. *Project Team*
- IV. *Experience & References*
- V. *Price & Terms*
- VI. *Appendices*
  - Appendix 1 – Des Moines Libraries Case Study*
  - Appendix 2 – West Des Moines Public Library Strategic Plan*
  - Appendix 3 – Facilitation Expert Reference Guide*
  - Appendix 4 – North Star Statements –  
Leading Practices & 250 Examples*



# I. EXECUTIVE SUMMARY

For over 150 years, the Council Bluffs Public Library has been a standout library with strong community support. In turn, the library has played a pivotal role in bolstering the social fabric of the region in countless ways over multiple generations.

Libraries are undergoing rapid transformation as society continues to shift towards accessing information and knowledge online. CBPL, like many libraries, is actively assisting patrons with these changes, while also evolving into a people-centric nexus of knowledge, engagement, and culture.

CBPL's staff and leadership are energized about the future. The team is ready to plan for the next 3+ years to ensure that efforts and resources are strategically aligned to the needs of the community.

Bâton Global is responding to Director Krupicka-Smith's request for a strategic planning consultant. Bâton's vision is *Serving Your World*. We have served over 350 clients including libraries, non-profits, corporations, economic development organizations, governments, and higher education institutions. Our experience with diverse clients allows us to effectively facilitate from many perspectives.

Bâton is proposing a data-driven strategic planning approach that hinges on outcome measures for monitoring the success of strategic objectives over time. The advantage of this approach is that it empowers the Library to adjust tactics in response to ever-changing conditions while staying true to its mission and objectives.

This proposal details our approach to engaging the community and facilitating the development of the Library's plan over six months before the start of FY24. Organizations often have difficulty transitioning from strategic planning to strategic doing. After the completion of the formal plan, Bâton has included three months of follow-up advisory support to help smooth the transition to implementation.

We welcome your feedback on this proposal and are willing to adjust it to fit CBPL's needs.



## II. STRATEGIC PLANNING

### INTRODUCTION

B|G will partner collaboratively with the Council Bluffs Public Library strategic planning committee to develop a three-year strategic plan. This strategic plan will focus on providing the best service solutions to the Council Bluffs community while respecting the resources and budgets. The plan will include the core strategic planning elements as shown in Figure 1.



Figure 1 – Strategic Plan Elements

Traditionally, strategic plans used to include long and detailed tactical steps with less attention paid to longer term vision and change. Such plans soon become outdated, lose momentum, and achieve a fraction of their desired outcomes. The pandemic served as an extreme example of why strategies need to remain adaptable while staying true to the organization’s mission.

Bâton Global recommends an agile and data-driven approach to strategic planning based on the balanced scorecard framework. The balanced scorecard approach empowers organizations to make decisions which will best achieve the mission while balancing the needs of patrons, staff, resources, and processes.

*“Working with Baton Global, we ended up with a tool for ongoing analysis as much as we did a plan. We can look at whatever it is we’re thinking about doing and ask ourselves: ‘Does this further the goals BG has helped us identify and enunciate?’ The work BG did gave us a path and the map needed to stay on it.”*

Darryl Eschete, Director  
West Des Moines Public Library

Described below are B|G’s recommended activities for developing an impactful and agile strategic plan for Council Bluffs Public Library.

## PHASE 1 – INSIGHT

### Library Background Material Review

The B|G team will review the library's history, current programming, demographics, community feedback, organizational structure, funding, financials, city plans, and current strategies.

The ensuing analysis will be used to generate questions for stakeholder interviews, facilitate discussions with the Strategic Planning Committee (SPC), and will ultimately contribute to drafting the strategic plan.

### Stakeholder Interviews

We will conduct interviews with eight key stakeholders identified at the project kickoff. These interviews will provide context for the project, bring up themes that need to be explored further, and provide insight into the resources, capacity, and internal operations that are critically important for developing a successful strategy. The interviews will be held in confidence to promote open dialog.

### SWOT Analysis

Reflecting on the materials and the stakeholder interviews, Bâton will conduct a SWOT analysis examining internal Strengths and Weakness plus external Opportunities and Threats that may affect the library's strategic direction.

### Public Library Peer Benchmarking & Best Practices Analysis

There are over 9,000 public libraries in the United States according to the U.S. Institute of Museums and Library Services. There are likely best practices from other libraries serving similar populations (economic, educational, cultural) which would benefit the Council Bluffs community.

Bâton researchers will identify peer libraries and research the best practices which have driven their success. In some cases, peer libraries will be surveyed or contacted directly to collect relevant and candid thoughts.

### Library & Community Survey

The voice of the community is a very empowering element of strategic planning. Bâton and the Library will survey community members, library stakeholders, community leaders, and library partners to capture the community's perspectives on the most critical services to maintain as well as opportunities for future innovation.

The design of this community survey will reflect the results from the Material Review, the Stakeholder Interviews, the SWOT analysis, and the preliminary Peer Library and Best Practices research. The survey design will also benefit from our expertise with library surveys and maintaining a positive survey experience that efficiently surfaces actionable intelligence.

Our team can conduct surveys in English, French, Portuguese, and Spanish using internal resources and additional languages with the assistance of translation partners.

Promoting and distributing the survey will rely heavily on the library's connections through in-person invitations, social networks, partners, patron lists, and the website. B|G will share our tactics for reaching community organizations, the underserved, and the unserved.

### Focus Groups

Based on the activities above, we often conduct focus groups as a final stage to clarify findings from the survey, explore where there are discrepancies between the interviews and the surveys, and test future scenarios with patrons and community partners. During the focus groups, relevant information will be shared to expose gaps in understanding and professional facilitation techniques will be used to gather a deeper understanding of assets and needs.

Four focus groups are considered in this proposal. Each focus group will last under 75 minutes. The focus groups will follow a protocol to make the best use of stakeholder time (i.e., clarifying unclear trends, confirming hypotheses, testing possible future scenarios, etc.). Preliminarily, we would anticipate trying to create focus groups with representation from:

### Phase 1 - Deliverables

- Library background material review
- Stakeholder interviews (8)
- SWOT Analysis
- Peer library best practices
- Community needs survey
- Focus groups (4)
- Summary report synthesizing the findings from the above activities into the key insights that will form the basis of drafting the plan

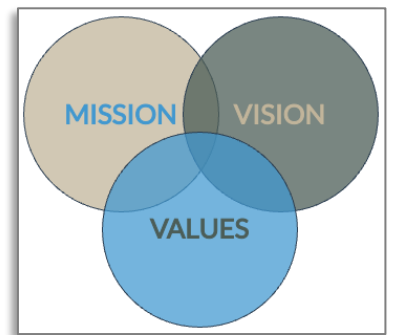
## PHASE 2 – STRATEGIC PLANNING

### Strategic Planning Approach

Bâton Global will facilitate the Strategic Planning Committee (SPC) in their creation of the library’s three-year strategic plan. The detailed strategic planning will occur in a series of eight workshops. The first workshop will first take a deep dive into the Insights. The following workshops will progress through the strategic plan elements discussed below. Facilitation of the planning process will be conducted in accordance with B|G’s *Facilitation Expert Reference Guide* (Appendix 4) as applicable to current needs.

### Mission, Vision, and Value Statements

North Star statements, including Mission, Vision, and Values, are the foundational elements of a strategy and create a culture that is a force for good. Bâton will employ our *North Star Leading Practices* (Appendix 4) in assisting the library to either affirm existing statements or craft new ones.



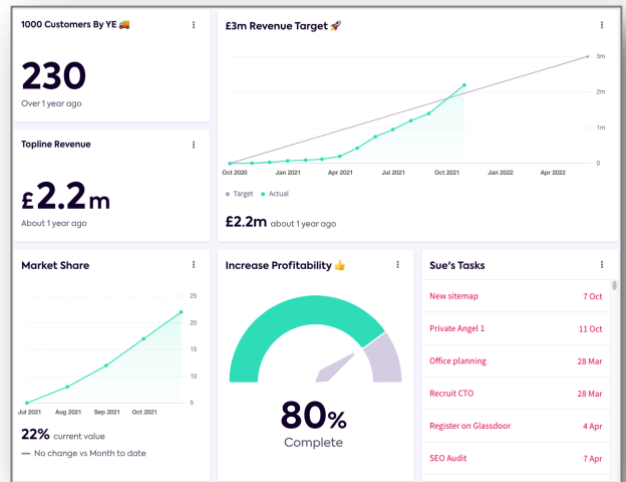
### Data-Driven Strategy

A balanced scorecard is the starting point of a data-driven strategic plan. The scorecard will include the service priorities, objectives, measures, and initiatives that, together, encapsulate the library’s strategy. The measures, in the form of Key Performance Indicators (KPIs), bring clarity to what success looks like and show the progress in achieving objectives.

DRAFT WDMPL System Library Card											
Objective	Measurements	Target	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Status
<b>KNOWLEDGE - Providing opportunities and information for patron growth &amp; enrichment</b>											
Catalogs											
Programming											
Web Search Services											
<b>ENGAGEMENT - Creating safe and lasting connections with the community</b>											
Diversity, Equitable and Inclusive Environment											
Non-contributors											
Contributors											
<b>EFFECTIVENESS - Delivering our services effectively and efficiently</b>											
Racial Responsibility											

The library's strategy will be set up in the Lucidity strategy platform. The Lucidity platform allows the administration and staff to view, track, and update the strategy in one convenient location. Reports from Lucidity are ideal for 1:1 conversations, team meetings, and quarterly reviews.

A trial platform is included in Phases 2 and 3 of this proposed engagement. If the Library elects to continue using Lucidity after the engagement, a site license is available to all CBPL users at a low cost.



### Strategy-on-a-Page

A Strategy-on-a-Page (SoaP) serves as a concise tool to convey the key elements of your strategy, enabling stakeholders see the big picture of where the organization is heading. Internally, it helps team members understand how their actions align with the broader strategy, while externally, it provides readers with insights into the plan's impact and future initiatives.



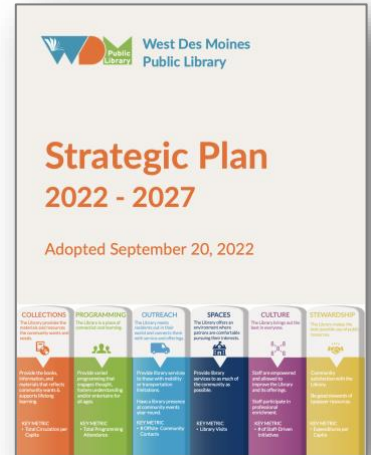


## Strategic Plan Document

The strategic plan document will provide a summary of the strategic plan in greater detail than in the SoaP. The document will communicate how the Plan was created and give context to the 'why' for major elements in the plan. The document will be inviting in nature and include pictures and graphics which will help connect the audience to the Library and the Plan. Bâton recommends documents of this type be ~10 pages or less.

## Phase 2 – Strategic Planning -Deliverables

- Strategy workshops with the SPC (8-10 sessions)
- Mission, Vision, and Values statements
- Balanced scorecard
- Strategic plan setup in a trial version of Lucidity
- Strategy-on-a-Page (SoaP)
- Strategic plan document



## PHASE 3 – IMPLEMENTATION

### Implementation Plan

Many organizations struggle with the transition from strategic planning to strategy execution. Having witnessed this before with clients, Bâton recommends using the Lucidity strategy platform, described above, to help ensure all participants can monitor activities and KPI outcomes.

Bâton highly recommends getting into a rhythm quarterly of strategy reviews. At the reviews, the scorecard results are presented by those who are closest to the KPIs and initiatives which, in turn, helps empower continuous improvement.

Bâton will deliver a baseline process (preparation, agenda, and follow-up) for the quarterly strategy reviews by leveraging our understanding of the library's new strategy and best practices.

To assist in the transition from planning to execution, Bâton will provide three months of advisory services to Director Krupicka-Smith.

## Communications Plan

Success of a strategic plan depends on stakeholders buying-in and doing their part. Studies have shown that people say they know their strategic plan but, in truth, don't. Bâton and the Library will develop a communication plan that relies on various forms of communication (blogs, posters, short videos, emails, etc.) and more frequent touches with staff and other key stakeholders.

## Phase 3 -Implementation Deliverables

- Implementation plan
- Three months of advisory services
- Communications plan

## TIMELINE & PROJECT MANAGEMENT

Below is a preliminary schedule for the proposed strategic planning based on B|G's experience with similar projects and the timeline discussed with Director Krupicka-Smith. The schedule can be adjusted as necessary to accommodate the library's calendar and staff availability.

Weekly project meetings are requested to review project progress, plan for upcoming activities, and ensure consistent communications.

Phase	Duration	Start	Finish
<b>Phase 1 – Pre-Planning &amp; Community Engagement</b>	<b>3+ Months</b>	<b>1/2/24</b>	<b>4/8/24</b>
Library Background Material Review	1 Week	1/2/24	1/9/24
Stakeholder Interviews (8)	2 Weeks	1/10/24	1/24/24
SWOT Analysis	1 Week	1/25/24	1/31/24
Library & Community Survey	2 Months	2/1/24	3/31/24
Public Library Peer & Best Practices	1 Month	2/12/24	3/15/24
Focus Groups (4 total)	2 Weeks	3/25/24	4/8/24
<b>Phase 2 – Strategic Planning</b>	<b>2.5 Months</b>	<b>4/15/24</b>	<b>6/28/24</b>
Strategic Planning Workshops (8) Weekly cadence	2 Months	4/15/24	6/7/24
Draft Plan	1.5 Weeks	6/10/24	6/19/24
Final Plan	1.5 Weeks	6/20/24	6/28/24
<b>Phase 3 – Implementation Support</b>	<b>3 Months</b>	<b>7/1/24</b>	<b>9/30/24</b>
Implementation Plan	2 Weeks	7/1/24	7/19/24
Communications Plan	2 Weeks	7/1/24	7/19/24
On-going support	3 months	7/1/24	9/30/24

# III. PROJECT TEAM



**JEFFREY A. KAPPEN, PhD**  
Partner

Project Principal

Jeffrey has spent twenty years working with companies from start-ups to the Fortune 250, which has included over three years working and studying in Europe and South America. An associate professor at Drake University, he is currently researching integration efforts among emerging markets, sustainability efforts across a variety of industries, and the management of linguistic diversity in multinational firms.

Jeffrey earned a PhD in Management and Organization Studies from the University of Massachusetts. He also holds an MBA from the University of Wisconsin, and a Bachelor of Arts degree in International Relations and Modern Languages from Beloit College.

Jeffrey co-founded Bâton Global in 2014 and has overseen many of the firm’s engagements including the State Library of Iowa and the West Des Moines Public Library.

[Jeff Kappen’s CV](#)



**DAVID FOSTER, MBA**  
Senior Consultant

Project Lead

David is a strategy, innovation and leadership consultant serving Bâton Global clients in all sectors. David is an engineering and manufacturing veteran with 25 years of leadership experience in project managing organizational change and new product developments at Boeing, Trans-Lux and similar for-profit entities. David has an MBA in managerial and organizational leadership.

David has been with Bâton Global for 5 years and served as project lead on the Des Moines Public Library, the West Des Moines Public Library, and the State of Iowa Library projects.

[David Foster’s Profile](#)



**CHRISSEY CULEK**  
Researcher, MPIA

Chrissy is Bâton's lead researcher and has successfully executed extensive research engagements during her 5 years at Bâton Global. Chrissy excels at finding the information which brings clarity and confidence to clients as they set their strategic priorities.

Chrissy served as the lead researcher for the Des Moines Public Library and the West Des Moines Public Library.

[Chrissy Culek's Profile](#)

Please visit [Bâton Global/About](#) to meet other members of our team who may be called upon to assist with this project if necessary.

# IV. EXPERIENCE & REFERENCES

## EXPERIENCE

Bâton Global’s mission is to provide leadership, strategy, innovation, and research services to solve our clients’ most complex challenges, transforming organizations and communities worldwide.

### Key Highlights:

- Established in 2014
- Research-based, data-driven, strategy aligned
- Service philosophy is grounded in continuous improvement and iterative learning
- Top **Google** hit on How to Write Mission, Vision, and Values Statements

	<b>Key Sectors:</b> Financial Services Government Non-Profit
<b>350+ Clients Served</b>	
<b>Global Reach:</b> Europe, Malaysia, UAE, South Africa	

## REFERENCES



Bâton Global facilitated the creation of the Des Moines Public Library’s 2021 to 2023 strategic plan. The DMPL is Iowa’s largest library with six locations and serves patrons across the Des Moines metro. The DMPL’s strategic planning emphasized innovation to serve the needs of a diverse population. **Contact:** Sue Woody, Library Director ([SAWoody@dmpl.org](mailto:SAWoody@dmpl.org) / 515.283.4103)



West Des Moines is the fastest growing city in Iowa and the library is quickly outgrowing their current location as demand for services continue to grow. Bâton Global completed a community needs assessment and facilitated the creation of WDMPL’s 2022-2027 strategic plan. **Contact:** Darryl Eschete, Library Director ([darryl.eschete@wdm.iowa.gov](mailto:darryl.eschete@wdm.iowa.gov) / 515.222.3400)

The *Des Moines Libraries Case Study* (Appendix 1) provides the process and success stories from DMPL and WDMPL.



The United Nations Federal Credit Union serves the people who serve the world. In Fall of 2022, Baton Global facilitated the UNFCU's leaders from around the world in clarifying the organization's Vision. **Contact:** Lynne Healey, CHRO ([lhealey@unfcu.com](mailto:lhealey@unfcu.com))



The Greater Des Moines Partnership serves a ten-country region in Central Iowa. B|G has served the GDMP on numerous projects. Here are two projects relevant to the work proposed to Council Bluffs Public Library:

Bâton Global facilitated the development and launch of an [Inclusive Business Strategy Initiative](#) to accelerate business with diverse ownership including: BIPOC, woman, persons with disabilities, disabled veterans and / or LGBTQ+. The project included extensive engagement across the ecosystem of support organizations.

Bâton Global facilitated the creation of the [Downtown DSM Future Forward Vision Plan and Action Plan](#). Bâton helped approximately 60 leaders with various interest achieve a common vision for the Downtown area and a vision.

**Contact:** Tiffany Tauscheck, CEO  
([TTauscheck@DSMpartnership.com](mailto:TTauscheck@DSMpartnership.com) / 515-286-4954)

## VI. Price & Terms

### Price

The fixed price for the services proposed herein to develop a 3-year strategic plan for Council Bluffs Public Library is:

Strategic Planning Phase 1, 2, & 3 \$28,450

The Lucidity strategy management platform trial and setup is included in the price above for the duration of the engagement. If the Library elects to continue using the platform, a site license for unlimited councilbluffslibrary.org users is \$200 per month.

### Terms

The agreed upon scope will be billed in equal payments over the duration of the project.

If either party is unsatisfied with the project's progress, they may cancel the agreement with 30 days written notice. Upon termination, fees for services rendered and expenses incurred prior to termination will be due.

### Expenses

The price includes three visits to CBPL for some combination of focus groups sessions, strategy workshops, or Board of Trustee presentations.

Additional travel and miscellaneous expenses will be billed at B|G's "out-of-pocket" cost. If a personal vehicle is used, mileage will be charged at the 2024 Federal Mileage rate and calculated using the shortest recommended route by Google Maps from Des Moines, IA to the destination. Prior approval will be obtained for all expenses.

### Contract

Upon verbal or email acceptance of this proposal is acceptable, Bâton will provide an official contract, including a non-disclosure agreement and billing schedule, to CBPL via DocuSign.



RESOLUTION  
NO. 23 – 001

RESOLUTION AUTHORIZING THE LIBRARY DIRECTOR TO EXECUTE A CONTRACT WITH

-----  
FOR THE 2025–2029 COUNCIL BLUFFS PUBLIC LIBRARY STRATEGIC PLAN AND TO REQUEST  
FUNDING FROM THE COUNCIL BLUFFS PUBLIC LIBRARY FOUNDATION FOR THE  
WORK PROVIDED UNDER THE AGREED CONTRACT

WHEREAS, the plan and process provided for the strategic planning sessions have been provided and meet the requirements; and

WHEREAS, the required procurement process has been followed to acquire three competitive and fair market quotes; and

WHEREAS, the State Library of Iowa requires a comprehensive Library Plan to maintain accreditation status and receive full allocated funding from the State of Iowa; and

WHEREAS, \_\_\_\_\_ has submitted a quote in the amount of \_\_\_\_\_ for this contract; and

WHEREAS, the mission of the Council Bluffs Public Library Foundation is to support the needs of the public library to ensure the best resources and services are provided to the community of Council Bluffs;

NOW, THEREFORE, BE IT RESOLVED  
BY THE COUNCIL BLUFFS PUBLIC LIBRARY BOARD OF TRUSTEES

That the quote of \_\_\_\_\_ in the amount of \_\_\_\_\_ is hereby accepted as the best quote for said work; and

BE IT FURTHER RESOLVED

That the Library Director shall request funding for the work to be provided in the contract from the Council Bluffs Public Library Foundation.

Adopted and Approved

December 20<sup>th</sup>, 2023

-----  
Cynthia Keithley, Library Board of Trustee President

-----  
Leo Martin, Library Board of Trustee, Treasure

## **200 EMPLOYMENT**

Approved: November 1993

Amended: December 1998; July 2002; November 2005; July 15, 2009; February 16, 2011; October 26, 2011; December 21, 2011; September 19, 2012, April 15, 2015, July 15, 2015; June 17, 2020; May 19, 2021; July 20, 2022

---

It is the policy of the Library to provide the employee with a clear understanding of the conditions of employment, wages and benefits offered, and the employee's duties and responsibilities.

Employees shall be required to behave in a courteous and respectful manner that is consistent with the efficient operation of the Library and which will contribute to the benefit and safety of all employees and the general public.

## **201 HIRING**

It is the policy of the Library to be an equal opportunity employer in accordance with applicable law and to hire and promote individuals based upon their qualifications for the position to be filled.

### **Applicability:**

All seasonal/temporary, part-time and full-time employees.

### **Procedure:**

Library vacancies shall be posted internally and externally advertised.

All employees shall be hired by the Library Director or Department Manager with authorization from the Library Director.

Relatives of any employee shall not be hired when such employment would place an employee in a position where direct supervisory control would be exercised over or received from a relative.

### **201.1 APPLICANTS**

Selection of staff shall be based upon job requirements and suitability of the applicant's abilities for the position with no discrimination because of race, sex, marital status, political opinion, religion, disabilities, age, gender identity or sexual orientation.

If an applicant with a disability is otherwise qualified to perform essential job functions, they shall not be disqualified for a position if essential functions could be performed with reasonable accommodation.

### **201.2 APPLICATIONS**

Candidates for employment shall complete and sign an employment application as prescribed by the Library.

Current employees may update their resumes on file in place of an application.

Falsifying information on the application or any accompanying resume or employment material, shall be considered cause for disqualification or termination.

### **201.3 INTERVIEWS**

An applicant may be screened through the testing of verbal and written skills, and/or the evaluation of job performance, education and work experience.

Testing shall take into account an employee's disability and, if requested, reasonable accommodations will be made so the applicant can be tested.

### **201.4 SALARY**

Upon employment, exempt employees shall be assigned by the Library Director to a step on the City's "Non-Union Salary Scale" which takes into account their education and experience.

Non-exempt full-time, part-time, and seasonal/temporary employees are assigned the City's "Non-Union Salary Scale" grade and step as indicated on Job Descriptions. *(See Section 900: Job Descriptions)*

### **201.5 NEW HIRES**

All employees shall complete required hiring forms at the City Human Resources Department before beginning work.

All employees hired by the Library must produce proper identification as required by Federal and State Law.

An employee who is unable to provide the required identification forms within 72 hours of the employment date shall be suspended from work until acceptable identification can be provided.

If determined by position, a physical test of abilities may be required.

## **202 EMPLOYEE STATUS**

It is the policy of the library to assign employment status based on the number of hours worked.

### **202.1 FULL-TIME EMPLOYEES**

Full-time employees work a standard work schedule of 30 - 40 hours per week or 130 or more hours/month.

They are eligible for full benefits as adopted by the Board of Trustees.

### **202.2 PART-TIME EMPLOYEES**

Part-time employees work a standard work schedule of less than 30 hours per week or 130 hours/month.

Some part-time employees may be eligible for insurance benefits dependent on scheduled hours.

### **202.3 SEASONAL/TEMPORARY EMPLOYEES**

Seasonal/Temporary Employees work a standard work schedule of up to 40 hours per week for a specific time frame as determined by the needs of the project or time period not to exceed 12 months.

They are not eligible for leave benefits or insurance benefits.

### **202.4 EXEMPT EMPLOYEES**

The job classification of Director is exempt as defined by the Fair Labor Standards Act. The job classifications of employees will be made by the library director as defined by the Fair Labor Standards Act.

### **202.5 CHANGE OF STATUS**

Part-time or seasonal/temporary employees who become regular full-time will begin accruing benefits according to their full-time start date. Subsequent benefits accrued or otherwise, will be based on the new hire status.

Full-Time employees who become part-time or seasonal/temporary will stop accruing leave benefits according to their part-time or seasonal/temporary start date and forfeit accrued leave benefits except for those paid out in a lump sum according to policy. *(See Section 208.11 Separation From Employment)*

Longevity pay once acquired is not rescinded by change of status, but will be prorated if a regular Full-Time employee becomes Part-Time.

Change of status during continuous employment for full-time employees does not affect an employment start date.

## **203 EMPLOYMENT CLASSIFICATION**

It is the policy of the library to maintain written job specifications setting forth the duties and responsibilities of each classification and the qualifications necessary for appointment to a position in that classification.

## **204 HOURS OF WORK**

It is the policy of the Library to establish the time and duration of employee work hours to satisfy the Library's work load and service needs, and to provide for the efficient management of personnel resources.

Work schedules and hours will be determined by Library management in accordance with law. Work schedules are arranged to provide the best service coverage.

### **204.1 STANDARD WORK WEEK**

#### **204.11 FULL-TIME EMPLOYEES**

A 40 hour work period begins with the employee's first scheduled work period on Saturday and ends with the employee's last scheduled work period on Friday.

A regular work schedule is normally defined as 40 hours in a pre-established schedule with a 30 minute or one hour meal break. Schedule adjustments, not to exceed a 40 hour per week schedule, may be allowed at the discretion of the Director or Department Manager.

Full-time, non-exempt, employees who exceed their regular work schedule will be compensated at the rate of 1 ½ times compensatory time.

Full-time non-exempt employees, who must report to work during their vacation or other days off, will be compensated 1 ½ times compensatory time.

#### **204.12 PART-TIME EMPLOYEES**

A less than 40 hour work period begins with the employee's first scheduled work period on Saturday and ends with the employees last scheduled work period on Friday.

A regular work schedule is less than forty hours per week within a pre-established schedule.

Part-time, non-exempt, employees who exceed 40 hours per week will be compensated at the rate of 1 ½ times compensatory time.

Part-time employees who are called to work and not assigned because of an interruption or change in the work program shall be considered to have worked two hours on that day. (Example: An employee is called in to provide coverage of a shift and upon arrival it is determined coverage was already achieved without needing the employee.)

#### **204.13 SEASONAL/TEMPORARY EMPLOYEES**

A shift for a seasonal/temporary work period begins with the employee's first scheduled work period on Saturday and ends with the employees last scheduled work period on Friday to not exceed 40 hours of work.

A temporary work schedule is up-to 40 hours per week within a pre-established schedule for a specific time period not to exceed 4 months.

Seasonal/temporary employees who exceed 40 hours per week will be compensated at the rate of 1 ½ times base hourly rate.

#### **204.14 EXEMPT EMPLOYEES**

Exempt employees are responsible for the performance of their job and their schedules may vary accordingly.

### **204.2 WORK SCHEDULE**

Work schedules and hours will be determined by the Department Manager or Library Director and communicated to the employee in a timely manner.

All employees, with the exception of Exempt Employees, shall work their scheduled work hours.

Any changes in the number of hours worked during a standard work week must be in writing and approved by a Department Manager and/or Library Director.

#### **204.21 MEAL BREAKS**

Employees working an 8 hour day are allowed an unpaid meal break of either, 30 or 60 minutes, near the middle of the work day.

#### **204.22 REST BREAKS**

When possible, employees may take a paid rest break of 15 minutes at approximately the middle of every 4 hours of work not broken by a meal break. The exact timing of an employee's rest break should be taken with regard for the Library's ability to provide continuous, uninterrupted service to patrons. Rest breaks are not cumulative and shall not be used to extend meal breaks or to shorten the work day.

#### **204.23 OUT OF TOWN TRAVEL**

Employees attending out-of-town conferences may include transport time and dinner meetings as part of the work day. Non-exempt employees who exceed forty hours per week because of conference attendance will be compensated at the rate of 1 ½ times compensatory time.

#### **204.24 TELECOMMUTING**

~~Library employees may be allowed to work a portion or all of their hours off site. A telecommuting program can prove beneficial to both employees and the employer when appropriately utilized.~~

~~It is important to note that not all jobs or individuals are well suited for telecommunicating. This section governs library utilization of the telecommuting program in accordance with City processes.~~

~~Reasons for telecommuting could include accommodating a request from a licensed physician or a public health emergency. The intent of this section is to ensure that library services are maintained for the community. All requests for telecommuting are approved via the Library Director and must include an intended work plan and schedule with the employee's supervisor.~~

~~Telecommuting is a privilege, not a right, and a denial or revocation of telecommuting privileges is not grievable or appealable.~~

#### **ELIGIBILITY**

~~For a position to be eligible for consideration, the position must be designated as exempt (full-time) and the job functions must be able to be effectively accomplished outside the traditional worksite. Factors that may be relevant in determining whether an employee is a good candidate for telework, include but are not limited to:~~

- ~~-Is the type of work independent in nature?~~
- ~~-Is the work knowledge or skill-based?~~
- ~~-Is the work product quantifiable?~~
- ~~-Is the employee dependable and punctual?~~
- ~~-Is the employee knowledgeable?~~
- ~~-Is the employee self-motivated?~~
- ~~-Is the employee in good standing?~~

#### **PROCEDURES**

~~If a position is determined to be suitable to telecommuting the following steps must be followed to ensure a safe environment.~~

- A. ~~Complete a Telecommuting Application and Agreement Form (city form) with your Manager. (See Appendix: Telecommuting Application and Agreement Form)~~
- B. ~~Complete a VPN Request Form (See Appendix: VPN Request Form)~~
- C. ~~Submit forms to IT~~
- D. ~~Develop and set a work plan and expectations with your manager on duties to be completed and schedule to be worked.~~

~~Accountability is essential to ensure telework arrangements are beneficial for the library. It is the responsibility of the employee to follow the following standards.~~

~~A. Safety~~

- ~~a. It is an employee's responsibility to ensure their work area is free from hazards.~~
- ~~b. Managers must be able to reach any employees that are telecommuting by phone at any time during a scheduled shift. Moreover, an employee must advise his/her supervisors if he/she will be not be available during an arranged schedule.~~

~~B. Equipment/Software~~

- ~~a. Employees should have appropriate connectivity to the internet from their home or other remote access location. The employee's telecommunication infrastructure should be reliable. However, if there is an unforeseen failure in telecommunications, the employee should notify the employer and commute on-site or take available leave.~~
- ~~b. The Library is not required to provide supplies and equipment.~~
- ~~c. VPN access may be required and access must be approved by the Library Director and IT.~~

~~C. Security~~

- ~~a. Employees must always maintain security of sensitive information when working from a remote location.~~
- ~~b. The nature of an employee's work may not always be compatible with telework for employees that work with sensitive or confidential data or protected health information.~~

## ~~EMERGENCY DECLARATIONS~~

~~In the case of an Emergency Declaration by the Mayor's Office (i.e. pandemic, natural disaster) non-exempt employees may telecommute with the approval of the Library Director. The process and preparation for a non-exempt employee to telecommute during an emergency will follow the same procedures described above.~~

~~For non-exempt employees: The telecommuting worker will clock-in and clock-out daily, as well as for meal periods, through the timekeeping system. In the event that the timekeeping system is down, the telecommuting worker will record start and end times via email to the supervisor/manager.~~

~~During this time, if you are reporting to work or working from home, you may be asked to perform tasks that are not normal for your job description or you may be asked to train someone else to handle responsibilities that normally rest solely on you.~~

## **204.3 EMERGENCY CLOSINGS/LATE STARTS**

Library employees are expected to report for scheduled work, on time, unless called by the Library Director or Department Manager.

In the event of an emergency closing where the Library does not open, or closes early due to an emergency situation, only those employees scheduled to work during the period the Library is closed shall receive their normal pay.

If the emergency closing has no definite ending time/date, staff that is scheduled will receive their normal pay for 2 pay cycles. Following the 2 pay cycles, employees, if not working at the Library or working from home, can continue to be paid using accumulated leaves.

In adverse weather conditions, employees may request permission from the Library Director or Department Manager to leave early, start late or not report for scheduled work. For full-time non-exempt employees, such time will be deducted from accumulated leaves, even if the Library closes early that day. Part-time, non-exempt employees may choose to use available accumulated leaves or be unpaid, even if the Library closes early or does not open for that day. For seasonal/temporary employees, such time will be unpaid, even if the Library closes early or does not open for that day.

## **205 PROBATIONARY PERIOD**

### **205.1 NEW EMPLOYEE PROBATIONARY PERIOD**

It is the policy of the Library to place all employees in a new position on an initial probationary period of 6 months in order to observe an employee's suitability and qualification for performing the duties and requirements of their Library position.

Full-time employees are eligible to use Vacation Leave only after completion of the probationary period. *(See Section 501.1: Vacation Leave Accrual/Eligibility)*

No full-time employee shall be granted Casual Leave until after the completion of the initial probationary period. *(See Section 502.1: Casual Leave Accrual/Eligibility)*

A full-time employee shall be eligible for Perfect Attendance Leave after the first full calendar quarter following completion of 6 months employment. *(See Section 503.1: Perfect Attendance Accrual/Eligibility)*

### **205.11 PROBATIONARY PERIOD APPRAISAL**

During any probationary period, the Department Manager or Library Director shall monitor an employee's performance and provide any necessary training and supervision. The Department Manager or Library Director shall bring any weaknesses in performance, conduct, or attitude to the employee's attention.

A verbal, mid-probationary period appraisal will be conducted after 3 months of accumulated employment.



A written, end-of probationary period appraisal will be conducted after 6 months of accumulated employment. This appraisal shall be placed in the employee's Personnel File.

If an employee's 6 month appraisal is satisfactory, the employee shall be granted regular status in that position.

If an employee's 6 month appraisal is less than satisfactory, the probationary period, upon the discretion of the Library Director, may be extended or the employee shall be terminated. In the event of an extension, the City Human Resources Department will be notified.

#### **205.12 TERMINATION DURING PROBATION**

An employee may be terminated before the end of the probationary period.

In the first month of employment, the Library may terminate employment without notice.

During the six month probationary period, if any noticeable weaknesses are presented in writing to the employee and are not corrected within that time, the employee shall be liable for termination.

An employee discharged during the original probationary period shall be given notice in writing of the reason or reasons for the dismissal. The notice should include the reasons for termination and any actions taken to assist the employee.

#### **205.13 STEP INCREASES AND COL INCREASES**

Employees are eligible for Step Increases on their anniversary date as of January 1, 2021. Employees hired prior to January 1, 2021 are eligible for step increases on July 1. Full-time and part-time employees may be eligible for a cost of living increase, if approved by City Council, on July 1 regardless of when they started as an employee.

#### **205.2 DISCIPLINARY PROBATION**

Employees may be placed on Disciplinary Probation if they:

- Receives a less than satisfactory annual performance appraisal.
- Repeatedly fails to demonstrate the required work performances of the job description.
- Violates Library rules, policies or regulations.

An employee placed on Disciplinary Probation shall be given written notice of such action and shall be subject to the rules and regulations governing new employee probation.

#### **205.3 PROMOTION PROBATION**

Employees may be promoted within the organization. Promotion will be based upon qualification and experience. Upon promotion to a new position the employee will be placed on at least a 6 month probation during which the performance of the individual will be assessed by their manager or Library Director.

A mid-period verbal appraisal will be conducted by their Department Manager or Director to provide guidance and address any performance or skill concerns.

If an employee's 6 month appraisal is satisfactory, the employee shall be granted regular status in that position.

If an employee's 6 month appraisal is less than satisfactory, the probationary period, upon the discretion of the Library Director, may be extended or the employee shall be demoted or terminated.

A promotion probationary period will not affect the accrual or usage of leave or benefits.

## **206 JOB PERFORMANCE AND APPRAISAL**

It is the policy of the Library to provide job training and performance appraisals for an employee on a regular basis to establish and maintain accountability and to improve performance.

The purpose of a Performance Appraisal is to provide an employee with an evaluation of their current job performance in relation to the essential job requirements in the Job Description.

Copies of all Performance Appraisals shall be given to the employee as well as kept in the employee's Personnel File.

Subsequent step increases for full-time and part-time employees shall follow the City's "Non-Union Salary Scale" and are not based on Performance Appraisals unless said appraisal has resulted in Disciplinary Probation.

### **206.1 RESPONSIBILITIES**

Employees shall be expected to perform their essential job requirements at the minimum level identified in the Job Description and to improve their performance as their employment continues.

Department Managers or the Director shall ensure that employees have received orientation in the Library's policies and procedures and training in the performance of their duties. Documentation of this orientation and training shall be placed in the employee's Personnel File.

If a Performance Appraisal indicates a need for improvement, the employee shall receive additional training and/or supervision and should strive to improve their performance before the next appraisal.

Failure to substantially improve may be cause for corrective action, probation, or termination.

### **206.2 TIME FRAME**

Employees shall receive written performance appraisals after six months of employment.

After the successful completion of the first six months of employment, employees shall receive an annual written performance appraisal. (See Section 902: Job Performance Appraisal Form)

### **206.3 PERSONNEL FILES**

Personnel files shall be maintained in the Library Administrative Office. Files are kept locked when not being accessed.

An employee has the right to see their file during Library office hours. Files shall not leave the Administrative Office. Copies of documents can be provided upon request to the employee.

Managers can view documents in the personnel files of their direct reports. The Library Director can view all employee personnel files.

Personnel files should not leave the Library Administrative Office.

## **207 CORRECTIVE ACTION**

It is the policy of the Library to provide corrective action for employees who abuse Library rules and requirements so that problems can be resolved to the betterment of both the employee and the Library.

Generally, corrective action will be progressive in nature, although aggravating or extenuating circumstances, as determined by the Library Director, may result in greater or lesser action.

### **207.1 MINOR OCCURRENCE**

#### **MINOR INFRACTION AS DETERMINED BY LIBRARY DIRECTOR SERIES OF UNRELATED PROBLEMS**

The Department Manager/Library Director will:

- Meet with the employee to discuss the matter
- Inform the employee of the nature of the problem and the action necessary to correct it
- Write a summation of the meeting

The employee will:

- Receive and sign a written summation of the meeting

Refusal to sign a written summation is insubordination and can be cause for termination.

Refusal to sign a written summation shall be noted as such in the employee's Personnel File.

One copy of the written summation shall be given to the employee; the other placed in the Department Manager's or Library Director's (not employee Personnel File) file.

### **207.11 REPEAT MINOR OCCURRENCE**

#### **MINOR OFFENCE AS DETERMINED BY LIBRARY DIRECTOR SERIES OF RELATED PROBLEMS**

The Department Manager/Library Director will:

- Meet with the employee to discuss the matter
- Issue a written Performance Improvement Plan detailing the nature of the problem and support for correcting the problem
- Warn the employee that continuation of this problem and/or non-completion of the Performance Improvement Plan may result in suspension or disciplinary probation (*See Section 205.2: Disciplinary Probation*)
- Meet regularly with employee to determine progress through the Performance Improvement Plan
- Determine completion of Performance Improvement Plan or recommendation for further action

The employee will:

- Receive and sign the Performance Improvement Plan
- Complete any related training in correcting the problem and meet regularly with the Department Manager/Library Director to determine progress

Refusal to sign a Performance Improvement Plan is insubordination and can be cause for termination.

Refusal to sign a Performance Improvement Plan shall be noted as such in the employee's Personnel File.

One copy of the Performance Improvement Plan shall be given to the employee; the other placed in the Department Manager's or Library Director's file. An additional copy will be placed in the employee's personnel file until completion of the plan.

## **207.2 MAJOR OCCURRENCE SERIOUS OFFENCE AS DETERMINED BY LIBRARY DIRECTOR**

The Department Manager/Library Director will:

- Meet with the employee to discuss the matter
- Issue a written reprimand detailing the nature of the problem and continued non-compliance examples
- Warn the employee that continuation of this problem may result in suspension or disciplinary probation (*See Section 205.2: Disciplinary Probation*)
- Write a summation of the meeting

The employee will:

- Receive and sign by their next scheduled shift a written summation of the meeting

Refusal to sign a written summation is insubordination and can be cause for termination.

Refusal to sign a written summation shall be noted as such in the employee's Personnel File.

One copy of the written summation shall be given to the employee, one copy placed in the employee's Personnel File, and one copy placed in the Department Manager's/Library Director's file.

### **207.3 SUSPENSION**

An employee may be suspended without pay for additional occurrences of a serious offense, as determined by the Library Director.

Employees suspended from work will not receive or accrue Sick Leave or Vacation Leave benefits during the suspension. In addition, the employee will forfeit any Perfect Attendance Leave for the period during which the suspension occurs.

The Department Manager/Library Director will:

- Meet with the employee to discuss the matter
- Issue a written reprimand detailing the nature of the problem and continued non-compliance examples
- Warn the employee that continuation of this problem will result in more severe disciplinary action or termination
- Write a summation of the meeting

The employee will:

- Receive and sign within one business day a written summation of the meeting

Refusal to sign a written summation is insubordination and can be cause for termination.

Refusal to sign a written summation shall be noted as such in the employee's Personnel File.

One copy of the written summation shall be given to the employee, one copy placed in the employee's Personnel File, and one copy placed in the Department Manager's/Library Director's file.

### **207.4 UNEXCUSED ABSENCES/TARDINESS**

Tardiness or an unexcused absence for any part of a work day may be deducted from pay or accumulated leave and can be cause for corrective action or termination.

Being away from a work station for extended periods of time or at the inconvenience of others may be cause for corrective action.

Tardiness does not apply to Regular Full-Time Exempt employees.

## **208 SEPARATION FROM EMPLOYMENT**

### **208.1 EMPLOYEE RIGHTS**

#### **208.11 ACCUMULATED LEAVE**

An employee, who leaves Library employment, shall receive pay for any eligible Vacation Leave, Casual Leave, Compensatory Time or accumulated holidays. Such pay shall be pro-rated to the last day worked and shall be included in the employee's final paycheck.

An employee will not be paid for any unused Perfect Attendance Leave, Administrative Leave or Sick Leave upon separation from employment. (See *Section 503.3: Perfect Attendance/Separation From Employment*)  
Computation of compensatory time shall be on the basis of the employee's regular rate of pay at the time of separation. All other such leaves shall be on the basis of regular base hourly pay.

## **208.12 GROUP HEALTH INSURANCE PLAN**

(See *Section 701.14*)

## **208.13 RETIREMENT BENEFITS**

Retirement Benefits are determined by IPERS (Iowa Public Employees Retirement System). (See *Section 402.12: Iowa Public Employees Retirement System*)

## **208.2 RESIGNATION**

Notification of a resignation should be submitted as soon as possible.

When possible, the Library Director, Library Managers and Librarians, shall give 4 week notice.

Other employees shall give 2 weeks notice.

An exit interview will be held with full-time employees who submit a letter of resignation.

### **208.21 LETTERS OF RESIGNATION**

Resignations shall be submitted in writing to the Library Director.

The resignation of the Library Director shall be submitted in writing to the Library Board President.

Resignation letters should include the date the resignation is submitted, the effective date of the resignation, and the reason for resigning.

### **208.22 RESIGNATION BY DEFAULT**

Absence from work at the Library without authorized leave or approval for two consecutive days or failure to return on time from an authorized leave without pay shall be considered a resignation. (See *Section 606.4: Return to Service*)

The Manager or Library Director will make an attempt to ensure the well-being of the absent employee before considering the absence unauthorized.

## **208.3 LAYOFF**

A layoff occurs whenever a position is discontinued.

Employees should be notified of a layoff, in writing, at least two weeks in advance or as soon as possible.

The Library shall consider work records, performance evaluations, and/or length of service in determining which employee shall be laid off.

An employee may be demoted in lieu of a lay off.

## **208.4 TERMINATION: UNSATISFACTORY PERFORMANCE**

The Library Director and/or Designee and the employee's Department Manager will both be present at the termination meeting. In the case of a termination of a Department Manager, a third party of the Director's choice shall be present.

An employee terminated will be paid for the full day of their termination.

Upon termination, an employee will be:

- Required to return all assigned Library property in their keeping (i.e. keys, key card, I.D. badge, library credit card, etc.)
- Accompanied to their work station by the Department Manager or Library Director to collect personal items
- Escorted immediately off the Library premises

Discharges for misconduct may be subject to grievance procedures.

### **208.41 CAUSES FOR TERMINATION**

Causes for termination include but may not be limited to:

- An employee who shows a flagrant failure to follow the Library's rules and requirements
- An employee whose performance does not substantially improve after being placed on suspension.
- An employee who has been suspended without pay for a period of more than thirty days in one calendar year
- An applicant who makes a false statement on the application for employment or any accompanying resume or employment material
- Unexcused absences
- Stealing or presenting fraudulent expense claims
- A breach of Library ethics such as; a flagrant conflict of interest, conduct that interferes with Library operations or discredits the Library or conduct that is offensive to the public or fellow employees
- Conversion of Library property or materials for personal use may also be cause for prosecution
- Insubordination

## **209 EMPLOYEE CONCERNS**

At any time an employee may informally discuss any work related concerns with their Department Manager. If the concern involves the Department Manager, the employee may informally discuss the situation with the Library Director. If the concern involves the Library Director, the employee may informally discuss the situation with the Library Board President.

Employees are not to be penalized for expressing their concerns.

The Department Manager or Library Director will make note and file a record of the conversation.

## **210 EMPLOYEE GRIEVANCES**

It is the policy of the Library that employees should have an opportunity, when appropriate and practical, to present their work-related complaints and to appeal management decisions through a formal Grievance Procedure.

The Library will attempt to promptly resolve all appropriate grievances.

Employees are not to be penalized for proper use of the Grievance Procedure (see section 210.1). It is not considered proper use if an employee abuses the procedure by raising grievances in bad faith or solely for the purposes of delay or harassment, or by repeatedly raising grievances that a reasonable person would judge to be without merit.

Department Managers, the Library Director and other members of City Management are to investigate and discuss a grievance only with those individuals who have a need to know about it or who are needed to supply necessary background information.

Time spent by employees in grievance discussions with Management, during normal working hours, will be considered hours worked for pay purposes.

## **210.1 GRIEVANCE PROCEDURE**

Grievances are to be fully processed until the employee is satisfied, does not file a timely appeal, or until the right of appeal is exhausted.

Grievance with a City Employee not on Library staff should follow the procedure detailed in the City Personnel Policies.

### **210.11 VERBAL PROCEDURE**

Employees who have a grievance shall first discuss it with their Department Manager, within 14 calendar days of the grievance.

If the grievance involves the Department Manager, the employee shall discuss it with the Library Director, within 14 days of the grievance.

If the grievance involves the Library Director, the employee shall discuss it with the Library Board President, within 14 days of the grievance.

The Department Manager/ Library Director/Library Board President will provide a verbal response within 14 calendar days.

### **210.12 WRITTEN PROCEDURE**

If the employee is not satisfied with the response, they may present their complaint in writing, within 14 calendar days, to the Library Director.

If the grievance involves the Library Director, the employee may present their complaint in writing, within 14 calendar days, to the Library Board President.

The written complaint shall describe the nature of the complaint, the action taken so far by the employee to resolve this complaint and their concerns or problems with the results of this action.

The Library Director/Library Board President shall consider the grievance and shall notify the employee of the decision, in writing, within 14 calendar days of the receipt of the grievance.

## **210.2 GRIEVANCE DECISIONS**

A decision becomes binding on all parties whenever an employee does not file a timely response or when a decision is rendered following a written complaint.

The decision of the Library Director is final.



If the Library Director is the subject of the grievance, the decision of the Library Board President is final.

When appropriate, the decisions will be retroactive to the date of the employee's original grievance.

## Bodily Fluids

In the event of bodily fluids/blood/solids being in the public space:

### Staff

1. Block off the space to ensure no other patrons come in contact with the bodily fluids/blood/solids.
2. Notify the Manager on Duty.
3. Wear gloves and/or a mask and attempt to clean up bodily fluids/solids in the area and dispose of in a separate trash bag to be removed from the facility. If vomit or urine, utilize the absorbent granules available in the youth work area. If possible, work with youth staff to utilize the spot cleaning vacuum and follow the usage procedures to ensure sanitary cleaning.
4. If cleaning is not possible, close off space and notify the cleaning company through the Office Manager or if on the weekends or evening, through a note in the maintenance room and an emailed work order.
5. If blood is present, notify day porter and/or building maintenance to ensure appropriate blood borne pathogen procedure.

## Elevator Malfunction

### **In the event that the elevator malfunctions:**

#### Staff:

1. Ensure that everyone is safe.
2. If there is a medical emergency, contact 911.
3. Notify Manager on Duty of the issue.

#### Manager on Duty:

1. Check to make sure everyone is safe.
2. If there is a medical emergency and 911 has not been contacted, contact 911.
3. If the elevator is stuck, but everyone is safe, contact the elevator company.
4. If the elevator is inconsistent in operation and everyone is safe, notify the Office Manager to have them contact the elevator company for a service call.

Contact information: (redacted for approval process)

#### After Action by Manager on Duty:

1. Notify Library Director of situation via email unless it is an emergency.
2. Notify the Office Manager if the elevator company is contacted.
3. Complete an Incident Report.

## Emergency Exit Door

**\*If one of the emergency exit doors has been opened and the alarm is sounding:**

**Staff:**

1. Notify a Manager on Duty.

**Manager on Duty:**

1. Determine what caused the alarm to go off. If it is an emergency, evacuate the building. **See page ()**.
2. **IF it is a false alarm**, insert a master key in the location indicating "arm" and "disarm".
3. Turn the key counter-clockwise until the alarm stops.
4. Arm the door once again by turning the key clockwise. A green light will blink quickly for several seconds, then a red light will begin blinking much more slowly. This indicates the door is armed once again.
5. If this procedure is not successful, notify the Office Manager.

**\*If one of the emergency exit doors is beeping, indicating a low battery:**

**Staff:**

1. Notify a Manager on Duty.

**Manager on Duty:**

1. Insert a master key in the location indicating "arm" and "disarm".
2. Turn the key counter-clockwise until the beeping stops.
3. Notify Office Manager to submit a Work Order to replace the battery.

**After Action by Manager on Duty:**

1. Complete an Incident Report if it is determined not to be a false alarm once the building is cleared of an emergency.

# **Evacuation Procedure**

*In advance, each staff person and volunteer should:*

1. Understand the evacuation plan.
2. Know at least two ways out of the building from your regular work space.

**When you hear the evacuation alarm or are told to evacuate the building:**

1. REMAIN CALM.
2. Sample announcement:  
*"Evacuate to Bayliss Park" – say twice*
3. Evacuate the building through your closest exit including emergency exits.
4. Leave quickly. Do not stop for personal belongings.
5. Encourage patrons to evacuate with you to Bayliss Park. Those patrons who do not voluntarily evacuate will be handled by first responders upon their entry.

**Department Responsibilities:**

1. The highest ranking person who is physically present in each department is responsible for insuring all members of their department evacuate the area. If you are the only person in your department, report to a manager on duty once evacuated. If reasonable to do so, employees should check that all others in the work space are leaving as instructed.
2. Shut all doors behind you as you go. Closed doors can slow the spread of fire, smoke, and water.
3. Proceed as quickly as possible, but in an orderly manner. Do not push or shove. Hold handrails when you are walking on stairs.
4. Once out of the building, go to Bayliss Park. Check in with manager on duty so you are accounted for.
5. Do not return to the building for any reason until a Police/Fire official says it is safe to do so.

**Manager on Duty**

1. Once evacuated and safe, notify Library Director via phone.

**Last Updated: 12/18/2023**

## Panic Button

**DO NOT PRESS THE PANIC BUTTON UNLESS THERE IS A THREATENING SITUATION AND YOU CANNOT CALL 911.**

**THE PANIC BUTTON WILL ALERT THE POLICE. DO NOT USE UNLESS THERE IS AN EXTREME EMERGENCY.**

1. Panic Buttons are located (redacted for safety).

### Manager on Duty:

1. Once the Panic Button has been pushed, it needs to be reset/un-pressed and cleared in the system before the back door alarm can be set.
2. A red dot in the middle of the button indicates that the alarm is still set. If the button is clear, the alarm has already been reset.
3. Push the Panic Button (if there is a red light in the center of the button), to reset and clear the system.

Security Company Contact information:  
(redacted for safety)

### After Action by Manager on Duty:

1. Notify Library Director of situation.
2. Complete an Incident Report.

## Security Cameras

1. Only the Library Director and the IT Manager have access to the Security Cameras. Contact one of them for instructions.
2. Under no circumstances are private citizens allowed to view previously recorded security information. The first step to address criminal activity is a police report.
3. Law enforcement officers must have a court order or subpoena to view security information.
4. For requests to look at camera footage, day, approximate time, and location are necessary. Footage is kept following the rules of records retention. There is no guarantee that there is footage of any incident that occurs in the library.

# Toilets

## Manager on Duty:

If a toilet will not stop flushing:

1. Push the raised, soft flush button on top of the flush valve.

If this does not stop it:

2. Remove the metal, round cap in front of the flush valve mechanism with a screw driver and pull it off.
3. Insert the screwdriver in the slot on the mechanism and turn it clockwise until the toilet stops flushing.
4. Turn the mechanism back counter clockwise again and press the raised, soft flush button on top of the valve to see if it will flush properly.
5. If it will not flush, or if it seems to want to continue to flush continually again, turn it off, put the metal cap back on, and get an OUT OF ORDER sign and put on the flush mechanism. Close and lock the stall door.

## After Action by Manager on Duty:

1. Complete a Work Order.



## Director's Report

November 2023

### Facility

The building maintenance staff has been working on the walls in Meeting Room B to prepare them for the updates to the audio/visual equipment that will happen in that space next summer. They are removing the current cork boards on the wall and repairing and painting. This has been more extensive than they first thought due to how much damage to the wall occurs when they remove the boards. They are limited in when they can do this due to the usage in the space which is why they have started so far in advance. We are currently working on replacing the projector that is in the space as a temporary fix until next summer or fall when the full replacement can be completed.

The youth work space has undergone a refresh to accommodate for the additional full time staff member in that space. New desks and chairs were purchased and the space now accommodates the staff more ergonomically.

A delay was noted for the replacement of the automatic materials handler due to a paperwork error on behalf of the company supplying the machine. The timeline for installation is still in flux pending when the machine can get onto a barge and head across the ocean from Germany. The tentative plan looks to be February 2024.

### Staff

Michelle Harris was hired as a part-time library assistant in the reference/adult services department. She will assist patrons at the desk and will also take on marketing for the adult services department and help to ensure brand consistency throughout all of the marketing efforts in the building.

### Collections/Services

The library kiosk ran into a delay due to the size of the concrete and the size of the ordered shelter not matching up. Adjustments have been planned for the concrete, but any movement on installation will be weather related at this point. We have started working internally on the necessary steps to add a branch library to our ILS and to begin to order materials so that everything is ready to go this spring.

We officially retired the PS3 video games from the library video game collection to make way for PS5 video games. This is something that was delayed due to the pandemic and availability of the games. We also received word from an audiobook vendor that they are no longer going to produce CD audiobooks and will be moving completely to a downloadable format. We anticipate

this shift to continue and will be researching physical options for audiobook that aren't dependent upon a handheld device.

At the end of November we received word from the 3<sup>rd</sup> party vendor that provides the library app to our ILS, that they were discontinuing service. This app is associated with our library catalog and provides a user friendly way to search our physical holdings, place holds, and check your library account to view due dates and what is checked out. We also used the app to implement our curbside service which continues to be used by some of our patrons. Shortly after this notification we received notification from our ILS that they will not provide software connections to any 3<sup>rd</sup> party app vendors and will be providing their own app at a yet to be determined date. What this all means is that we are unable to provide a library app for patrons in which they can search our physical holdings, place holds, and check their account. They can continue to do these things from our mobile friendly website, but not through a dedicated app. This has no effect on our digital offerings which are available through the Libby app and the Hoopla app. Those are different companies completely. I am in continued conversations with our ILS to find a better solution to this situation, but at this time we are without many options other than to utilize our current website to search and place holds on our physical materials.

As we are about half way through our current fiscal year, I do want to note that we are seeing a slight decrease in our physical circulation. We believe this is largely due to our new service of automatic renewals. Because items are automatically renewing, people are keeping items longer which contributes to fewer items being available to browse on our shelves so less of a likelihood to check out that one extra book. Additionally we are not able to count automatic renewals in our circulation numbers, but are able to count self-initiated renewals. Because we are automatically renewing, there are fewer self-initiated renewals. Even with these lower numbers, we have only heard positive feedback from starting this service so I am not worried about the dip in the numbers of circulated items.

#### **Upcoming Events:**

Teen Super Saturday: Cookie Decorating – December 23<sup>rd</sup> – 2 p.m.

PBS STEAM Lab @ The Library – December 27<sup>th</sup>, 28<sup>th</sup>, & 30<sup>th</sup>

Ukulele Workshop (grades 3–6) – January 13<sup>th</sup>, 20<sup>th</sup>, 27<sup>th</sup>

Working with the Enemy–WWII POW camps – January 18<sup>th</sup> 6:30 p.m.

Respectfully Submitted:

Antonia Krupicka-Smith

## Public Service's Report

November 2023

### Access

Cayce created promotional information for LIT accounts, which was sent out via Peachjar and through the school districts' staff communication networks.

Ninety-six individuals used the Makerspace during the month of November.

Re-classification is still ongoing with the Native American books in adult non-fiction.

Julianne and Emily visited Centro Latino's ESL class of 12 students to talk about Mango and obtaining a library card. Handouts for Libby & Hoopla were also discussed and distributed. This class visited later in the month at the library to officially sign up for cards. Lindsay attended the Crescent pancake feed and interacted with 129 individuals. She noted there was a lot of interest in Homeschool Huddle, Discovery Passes, & the seed library, and she had one patron who had checked out 20 titles in Libby since the last time Lindsay had visited the pancake feed several months ago.

In November Mary renewed her efforts to make sure items in Special Collections are cataloged and in the system.

The library app stopped functioning the last week of November. With this stop in service, curbside through the app ceased and patrons are not able to use the app for searching the catalog, check their account, or use the app for their library barcode.

### Marketing & Public Awareness

Theresa's front bulletin boards featured information about Native American Heritage Month and the back bulletin board was dinosaur jokes for DiNovember. Nathan created a display for books that are similar to the ever-popular *The Outsiders*. Trish created the in-shelf displays highlighting *The Hunger Games* series to tie into the new movie release. The other in-shelf displays were "books from the bottom shelf" and "books set in small towns." Caroline putting up the No Shave November Fiction display, Cindy has been working on the Christmas display for the front lobby unit for December, and Gage put up both the Gratitude Graffiti display at the book return and a display for Arts & Architecture month in the front lobby.

Jamie Presented the Community Resources Database to the Human Services Advisory Council. Our database has replaced the CB Helps website that was maintained by the Human Services

Advisory Council. Andrew is working to ensure all the resources are properly displayed and checking with various agencies to create accurate listings in the database.

## Resources & Services

Chris, Theresa, Lisa, and Anna collectively conducted 58 storytimes for classroom groups this month, serving nearly 950 students and teachers.

The Homeschool Huddle theme this month was writing. We had 32 patrons attend and participate in activities. Stations focused on story writing, caption writing, cursive, genre education, and writing games. A patron recently shared with library staff at an outreach event in Crescent that this program has been life changing for her family!

Bridget hosted three weeks of After-School Specials this month. Themes included word games, Floor is Lava, and friendship bracelets. Floor is Lava was very popular and kept participating kids engaged for the length of the entire program instead of the normal drop in and out response we get after school. The programs served 78 patrons over the course of the month.

Lisa and Bridget provided 3 after-school club activities for students at Bloomer. Activities included paper weaving, painting rocks, and coding Hexbugs. Each week also includes related read aloud book selections.

A new set of zoo passes were prepared to hand out starting December 1<sup>st</sup>. A joint effort was made by Lindsay and Emily to prepare marketing regarding this opening day.

Lee and Lindsay participated in the International Games Day event. Lindsay coordinated marketing and promotion of the event through social media and creating event signs and calendars. She also took quite a few photos during the event. Lee ran an active gaming room during the program. He brought in his XBOX Kinect to be used, and he noted that all of the kids using the Kinect had been born after it was released. 15 – 20 or so patrons attended his portion of the day. Bridget represented the Youth Department on the International Games Day committee and was in charge of demonstration games of the tabletop game Starport, a roleplaying game designed for kids ages 5-12. Creighton Camerer had a three-part workshop that saw participants design and create a Dungeons and Dragons character. After the first session, Creighton printed the figurines that the participants had designed with the 3D model-builder, and during the final session, they painted their character figurines.

Lee noted that 8 board games and 15 video games were added to the collection in November. Lots of growth happening there this fall, and lots of ordering with the extreme uptick in video game releases in 2023.

On November 12, we hosted our Fall Local Author Fair. This year we had ten author tables and saw 310 people visit the fair.

Our collaboration with the Historical Society of Pottawattamie/Preserve CB had Troy Stolp and Richard Warner share a program of photos and stories about Council Bluffs south side of town

called "Three Miles as the Mosquito Flies: from the Mosquito to the Missouri" with 68 people attending in person.

The virtual program "Mrs. Lincoln and Mrs. Kennedy" had Laura Keyes and Leslie Goddard gave us a glimpse into the lives of First Lady Mary Todd Lincoln and First Lady Jackie Kennedy through a performance of the two women conversing about their lives and experiences as wives of Presidents that were assassinated. This commemorates the 60 anniversary of Kennedy's death. Seven people viewed the program from the library and 45 people viewed it remotely.

A patron is doing in-depth research about rural schoolhouses. Daley Porter helped secure attendance records on microfiche from the University of Northern Iowa and has been preparing the slides in advance of the patron's research sessions here at the library.

Daley was able to provide a history and photos of the Railway bar (115 S 12th St) to the owner, who was thankful for the assistance and said they would be sharing this information with the public to promote their business.

Marlys Lien helped a man, calling from his home, navigate the webpage to find the High School Yearbooks. She did a "walk-through" over the phone to help him locate it, while highlighting the Local History page.

Thirty-six individuals met for the eight book clubs we offered in November.

*After the Night* by Karin Slaughter was popular in new fiction. *The Hidden Language of Cats* by Sarah Brown was hot in new non-fiction. *Air* was top of the chart in DVDs

## **Institutional Success**

The Library was highlighted in a Facebook group for Iowa and Nebraska homeschool families. The group reached out wanting to recognize and promote us for our new services to homeschool families.

Jamie attended the Young Adult Services Association Symposium in St Louis from the 10th through the 12th. The focus of the Symposium is to identify and share emerging trends and to introduce upcoming titles. As a selector, this has been very helpful.

One session that particularly stood out was about youth homelessness and how it looks different from adults without homes. Many youth are still attending school but are not living in secure housing. They may temporarily stay with friends or relatives and often move from place to place, losing belongings and pets. CBPL is already serving these members of our community in several ways. Through partnerships with several human services agencies, we supply menstrual supplies in our bathrooms, have a snack program in Teen Central after school, and have discrete hygiene kits that can be requested. This is an area of service that has been identified for further thought.

Adult Services staff have been working with Circulation and Support Services staff to update and streamline internal processes for Interlibrary Loan, resulting in the deletion of thousands of records in the ILS.

Circulation made an adjustment in procedures for marking Open Access patrons to fit the changed instructions from the State Library for rural county patrons for this fiscal year.

Respectfully compiled and submitted by

Antonia Krupicka-Smith

From reports submitted by

Anna Hartmann (Youth Services Manager), Jamie Menning (Teen Services Manager), Andrew Bouska (Adult and Makerspace Services Manager), Bailey Adams (Circulation Services Manager), and Mary Carpenter (Support Services Manager)

<b>FY24 CIRCULATION/RESOURCES/SERVICES STATISTICS</b>			
	<b>Oct-23</b>	<b>Nov-23</b>	<b>FY24 TOTALS</b>
<b>Accounts</b>			
New Card Registration	2181	192	3240
<b>Building Usage</b>			
Gate Count/Patron Visits	15132	12336	80117
Number of Reference Questions	1785	1568	9018
Number of Microfilm Rolls Used	8	13	57
Number of Meeting Rooms Used	146	126	680
Number of Notary Provided	12	13	97
Number of Computer Lab Sessions	2145	1865	10335
Number of WiFi Sessions	1864	1866	9374
Makerspace Room/Tool Usage	88	96	418
<b>Circulation</b>			
TOTAL CIRCULATION	17835	17168	92570
Self Checkouts	11,166	10,341	58380
<b>Database Usage</b>			
AcademicSearch Premier - Total FT + Abstract	6	0	142
Ancestry - Total	1171	223	5771
Auto Repair Source	17	31	104
Brainfuse JobNow & VetNow- Total Usage	24	111	262
Brainfuse HelpNow - Total Usage	5	57	134
Britannica/Webster's - Total Number	170	68	684
Consumer Reports - Page Views	273	221	1274
Digital Sandborn Maps - Pages	283	255	734
Foundation Directory Online - All Views Total	0	4	23
Gale Virtual Reference - Total Retrievals from Usage Summary	18	8	66
Hobbies & Crafts Reference Center - Total FT + Abstract	15	8	52
Home Improvement Reference Center - Total FT + Abstract	0	0	32
Hoopla - Total Checkouts	2372	2552	12210
LearningExpress Library Complete - Sessions	1	1	8
LibraryAware	21091	11305	64855
LinkedIn Learning (Lynda) - Total Views	25	26	411
Mango Languages	11	10	72
MasterFile Premier - Total FT + Abstract	14	0	30
Newsbank - Total	6866	6509	38129
Novelist Plus - Total FT + Abstract	586	446	2268
Novelist Select - Total Clicks	45	57	399
Overdrive - Total Checkouts	7462	7498	35305
Reference Solutions - Detail View + Downloads	9	18	61
Small Engine Repair Reference Center	0	0	10
TumbleBooks Library - Content Views	14	3	131
Value Line - Downloads	3381	3280	14788
<b>ILL</b>			
Total ILL	439	345	1879

## CIRCULATION/RESOURCES/SERVICES STATISTICS

	Oct-23	Nov-23	FY24 TOTALS
<b>Materials</b>			
Items Added to the Collection	1529	1271	7832
Items Removed from the Collection	314	394	1806
<b>Curbside</b>			
Overall Curbside Deliveries Total	13	7	62
Overall Curbside Items Total	56	59	261
<b>Homebound</b>			
Number of Patrons Enrolled	37	39	38.8
Number of Homebound Patrons Served	34	38	179
Number of Homebound Items Delivered	272	271	1264
Number of pocket collections enrolled	3	3	15
Number of pocket collections delivered to	0	3	9
Number of items delivered to pocket collections	0	49	144
<b>Volunteers</b>			
Number of Volunteers	20	25	116
Volunteer Hours	64.97	57.22	396.22
<b>Virtual Usage</b>			
Website Users	9300	7100	36400
Website Sessions	18000	15000	71600
Catalog Users	4100	3700	19000
Catalog Sessions	8800	8100	44900



## FY24 PROGRAMMING STATISTICS

ADULT PROGRAMMING (Targeted age 19+)	Oct-23	Nov-23	FY24 TOTALS
Number of In-Person Onsite Programs - Total	26	22	117
Number of In-Person Onsite Attendance - Total	308	236	1193
Number of In-Person Offsite Programs - Total	0	1	2
Number of In-Person Offsite Attendance - Total	0	140	563
Number of Live Virtual Programs	0	1	1
Number of Live Virtual Attendance	0	45	45
Number of Proctored Tests	3	1	14
GENERAL INTEREST PROGRAMMING	Oct-23	Nov-23	FY24 TOTALS
Number of In-Person Onsite Programs - Total	17	14	71
Number of In-Person Onsite Attendance - Total	200	434	1529
Number of In-Person Offsite Programs - Total	2	3	21
Number of In-Person Offsite Attendance - Total	689	681	3292
TEEN PROGRAMMING (Targeted age 12-18)	Oct-23	Nov-23	FY24 TOTALS
Number of In-Person Onsite Programs - Total	45	31	175
Number of In-Person Onsite Attendance - Total	259	269	1549
Number of In-Person Offsite Programs - Total	8	12	22
Number of In-Person Offsite Attendance - Total	52	192	285
Number of Live Virtual Programs	0	0	1
Number of Live Virtual Attendance	0	0	3
Number of Self-Directed Programs	12	14	67
Number of Self-Directed Participants	178	170	947
YOUTH PROGRAMMING (Targeted age 0-5)	Oct-23	Nov-23	FY24 TOTALS
Number of In-Person Onsite Programs - Total	21	18	64
Number of In-Person Onsite Attendance - Total	652	480	1906
Number of In-Person Offsite Programs - Total	55	53	177
Number of In-Person Offsite Attendance - Total	796	817	2851
Number of Prerecorded Attendance	5792	294	57749
Number of Baby Reads Kits Distributed	100	0	100
YOUTH PROGRAMMING (Targeted age 6-11)	Oct-23	Nov-23	FY24 TOTALS
Number of In-Person Onsite Programs - Total	13	11	35
Number of In-Person Onsite Attendance - Total	349	257	1664
Number of In-Person Offsite Programs - Total	4	4	21
Number of In-Person Offsite Attendance - Total	38	527	1165
Number of Prerecorded Attendance	14	21	151
READING PROGRAMS	Oct-23	Nov-23	FY24 TOTALS
Number Registered Adult Participants	5	0	199
Number Registered Teen Participants	0	0	220
Number New Registered Youth Participants	22	6	688
Number Imagination Library New Registrations	57	74	309
Number Imagination Library Books Mailed	1684	1702	8283
PATRON DIRECTED ACTIVITIES	Oct-23	Nov-23	FY24 TOTALS
Story-Walk Participants	273		1376