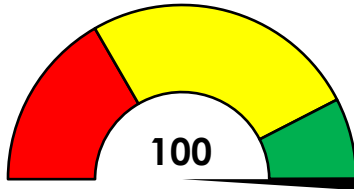


Climate Improvement Process – Final Update

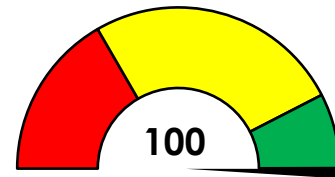
January 5, 2023 – See CEO’s December Report for more details.

1. Improve Board of Trustees Governance



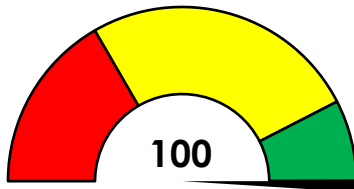
Enhanced board orientation introduced May 2023. In-The-Public Trust Review completed September 2023. Training including DEIA workshops completed in 2023 and quarterly training scheduled for 2024. Access provided to membership in professional library organizations. Expectations for communication with staff were provided to board members in October 2023. Support informed decision making through committee review of resolutions with relevant materials provided in advance by liaisons.

2. Implement a Leadership-led Strategy to Restore Trust



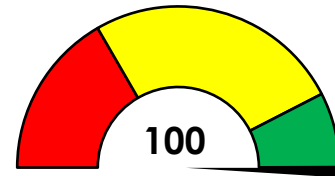
Promote open dialogue through bi-monthly staff townhalls. Improved visibility and accessibility of Leadership Team (LT) (formerly Executive Committee) with Liaisons for each branch / department and twice monthly LT meetings at branches. Invested in professional development including a Career Development Program and Mentorship program. Support empathy and wellness with initiatives including Traumatic Event Wellness Days. Follow-up climate improvement survey scheduled Q1 2024.

3. Update Interview and Hiring Processes to Utilize Structured Interview Methods



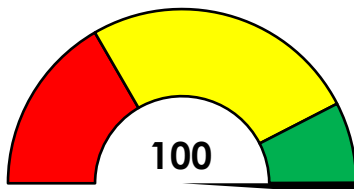
Established structured interview process including an interview toolkit, standardized questions for each position, and 4-person interview panel with measures to ensure representation from diverse groups. Implemented Manager Training program for new managers including hiring and interview best practices. Training session on best practices for hiring and interviews scheduled for all system managers in May 2024.

4. Update and Reinforce Harassment Reporting and Investigation Processes



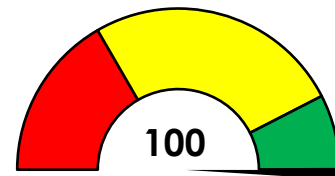
Deployed Fortis Reporting tool (Integra) and awareness visits conducted after launch. Reports generated by the tool are actively tracked and monitored with accountability checks. Standard Operating Procedures for harassment investigations completed in August 2022, incorporating accountability measures. Harassment and Bullying policies revised in October 2022. Formal Title VII Training for Managers focused on harassment and retaliation completed in April 2023.

5. Implement Office of Ombuds



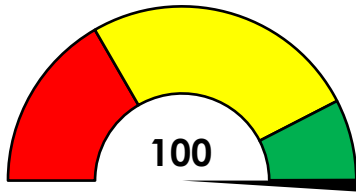
After consulting with staff members, including the Diversity, Inclusion, Culture, and Equity (DICE) team and the Human Resources Advisory Team, a staff mediator instead of an office of ombuds was adopted. A human resources professional and the Diversity, Equity, and Inclusion (DEI) Officer serve this role. If the issues involve a director or the CEO, a third-party mediator will be brought in. The human resources staff and DEI officer are scheduled to undergo certification training in 2024.

6. Enhance DEIA Learning and Managerial Leadership Training



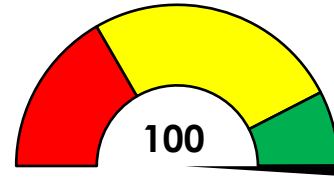
Annual competencies on race and racism underwent improvements in 2023. Annual competency modules for disability, autism awareness, DEI Belonging for Library professionals, and additional DEIA topics introduced in 2024. Achieved 100% manager participation in annual competencies on race and racism in 2023. Adopted MVMT10K as a DEIA training module for all staff to be completed by April 2024. The DEI Officer will schedule two full-system training sessions in 2024.

7. Conduct a Compensation and Pay Review



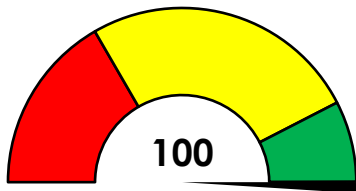
Implemented a 5% salary increase for all employees with special attention given to addressing potential compression concerns based on updated compensation study conducted in July 2022 . Chief Financial Officer and HR Director reviewed all positions within organization with aim to align compensation structure with industry standards and ensure equitable pay. Completed comparative analysis with peer libraries and revised the Pay Grade Schedule to reflect outcomes of the above study and adjustments.

8. Implement Formal Upward Feedback Process for Leadership Positions



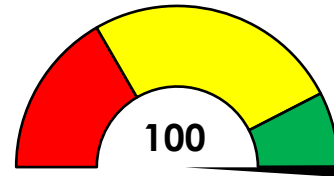
Piloted 360-degree upward feedback for managers using SurveyMonkey during the 2023 performance reviews, with a focus on ensuring the anonymity of the feedback. Conducted research and evaluated platforms, incorporating best practices to inform the pilot and platform selection. Expanded implementation will be pursued in 2024 after analyzing the results of the pilot.

9. Enhance Internal Communication Practices and Processes



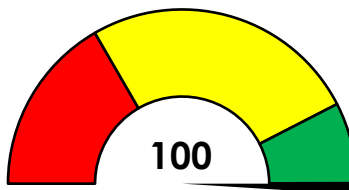
Area Resource Manager meeting notes are shared with staff and Leadership Team meetings are regularly occurring at branch locations. Regular town halls have been implemented for every other month through the end of 2024. Internal newsletter adopted as core touchpoint with staff including DEIA updates.

10. Supplement the 2021-2023 Strategic Plan w/ Robust Internal Employee Facing DEIA Plan



A Diversity, Equity, Inclusion, and Accessibility (DEIA) plan was adopted in December 2023. Diversity, Equity, and Inclusion Officer will be responsible for the stewardship of the DEIA Plan with guidance from the Chief Executive Officer, the Leadership Team, and the Diversity, Inclusion, Culture and Equity (DICE) Alliance. The plan was designed to supplement the 2021-2024 Strategic Plan.

11. Develop a Stewardship Plan for Reviewing and Maintaining Progress on Internal DEIA Plan



Reference Recommendation 10.