

# Sno-Isle Libraries

## Board of Trustees

**February 6, 2021, 9:00 a.m.**

Zoom link: <https://us02web.zoom.us/j/83002259159>

Dial in: +1 253 215 8782 **or** +1 669 900 6833

Webinar ID: 830 0225 9159

### Special Meeting Agenda

**1) Call to Order**

**2) \*Approval of Agenda**

**3) New Business**

a) \*Ziply Fiber Minimum 1G Internet Connection for Sno-Isle Libraries locations

b) Equity / Diversity / Inclusion (EDI) [Attachments 1-5](#)

Trish Lee – Assistant Director of Equity, Inclusion, and Development

i) Introduction

ii) Overview of EDI at Sno-Isle Libraries

iii) Discussion

iv) Next steps

c) Capital Framework [Attachments 6-9](#)

Chy Ross – Assistant Director of Capital Strategy and Planning

i) Introduction

ii) Overview of Capital Framework

iii) Discussion

iv) Next steps

**4) \*Adjournment**

**\*Denotes Board of Trustees action item.**

**Board of Trustees**

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# Equity Commitment

Information shared with staff – January 2021

## Equity commitment

Sno-Isle Libraries is committed to embedding equity into our organization. As we engage in equity work, it's important to have a good foundation to frame the work and then provide training opportunities to build skills and knowledge.

In building the foundation, I am pleased to share three key elements.

- Board of Trustees [Equity Policy](#).
- Leadership Team Equity Statement.
- Race, Inclusion, Social Justice, and Equity (RISE) Steering Committee message – Sno-Isle Libraries Stands with Our BIPOC Community.

## Equity Policy – Board of Trustees

At the July 2020 Board meeting, the Trustees approved the Sno-Isle Libraries' [Equity Policy](#). The purpose of the policy is to express the commitment of Sno-Isle Libraries to equity, diversity, and inclusion through the adoption of Library policies and practices that provide opportunities for every person in our community and organization to thrive.

## Equity Statement – Leadership Team

To further support the *Library's Equity Policy*, the Leadership Team wrote an *Equity Statement* that states our commitment to the work of racial equity.

*Sno-Isle Libraries acknowledges the harmful impact of racism within our libraries and communities and is acting on the imperative call to advance racial equity. At Sno-Isle Libraries we know that transformation must occur on the individual, collective, and organizational levels. Our goal is actual and sustained equity through intentional work that includes and elevates Black people, Indigenous people, and people of color (BIPOC) community and staff members, supports affinity groups, and allocates resources to this work.*

## Sno-Isle Libraries Stands with Our BIPOC Community – RISE Steering Committee

Moving into more specifics, the RISE Steering Committee has written a message stating the why and how Sno-Isle Libraries is standing with our BIPOC community and embedding equity into our organization. The Leadership Team and the Staff of Color affinity group have affirmed this message.

## Why Are We Doing This?

*As 2021 begins, we reflect on last year's momentous events marked by police brutality, Black Lives Matter protests following the murders of George Floyd, Breonna Taylor, and others. It reminds us of systemic racism that continues to run its course through the fabric of American society.*

*Black Lives Matter! As such, Sno-Isle Libraries affirms our commitment to the ideals of social justice, equity, diversity, and inclusion. We stand with protests that seek racial justice and the end of brutal violence and discrimination against Black people. We recognize the systemic racism and social inequities still faced by Black people, Indigenous people, and people of color (BIPOC) within our communities. We stand unequivocally for anti-racism and a dismantling of systems and processes that oppress and marginalize BIPOC communities here and everywhere.*

*We agree and stand with the [Public Library Association's belief](#) that public libraries have been complicit in systems that oppress, exclude, and harm our BIPOC community. The library profession remains overwhelmingly white despite decades of emphasis on diversity and inclusion. We commit to dismantling the artifacts of white supremacy culture in libraries and librarianship. We recognize the urgency of this collective work based on the recent protests and our lived experience in the library field.*

### **How Do We Do Equity Work?**

*Sno-Isle Libraries approved an [equity policy](#) in 2020 and have begun the everyday work by creating:*

- Organizationally sponsored affinity groups based on a shared identity including BIPOC, LGBTQIA, Disability, and Allies. These employee led groups help foster diverse and inclusive workplaces that align with the principles of Equity, Diversity, and Inclusion.*
- An Assistant Director position responsible for implementing and operationalizing Equity, Diversity, and Inclusion throughout the library system.*
- A cross-functional multi-departmental steering committee to effect change through a Race, Inclusion, Social Justice, and Equity (RISE) Campaign with a goal to infuse Social Justice and Equity, Diversity, and Inclusion into every part of the organization.*
- System-wide Anti-Racist, Equity, Diversity, and Inclusion training for all staff. These mandatory training will focus on the concepts of raising self-awareness, knowledge of others, developing the skills to work with others, and how to take action and be an advocate in the workplace.*
- Equity, Diversity, Inclusion and Anti-Racism focus that impact daily work and projects such as with the facilities refresh projects, Board approved policies, HR hiring policies, and daily programming and class opportunities.*

### **Next steps**

The work of EDI and anti-racism is a lifelong journey and journeys are best taken together. As we take our next steps on the journey – all staff training, I invite you to engage in conversations, explore additional learning opportunities, and commit to the work of embedding equity into the very fabric of our library.

# Equity Policy

Sno-Isle Libraries Board Policy

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## Purpose

To express the commitment of Sno-Isle Libraries (the Library) to equity, diversity, and inclusion through the adoption of Library policies and practices that provide opportunities for every person in our community and organization to thrive.

## Scope

This policy applies to all Library staff and volunteers including members of Boards associated with the Library, and all customer-facing Library policies, practices, and activities.

## Implementation

The Library:

- Adheres to the principles of equity, diversity and inclusion.
- Seeks to identify and recognize barriers to equity and applies expertise and best practices to dismantle barriers within the organization and in the services provided in order to create opportunities so everyone can reach their potential.
- Embraces racial equity and social justice as core principles to reimagine policies, practices, and power dynamics.
- Invests in providing the public and staff opportunities for growth through equitable access to employment, educational opportunities, skills training, library programs, materials and services.
- Actively examines organizational and personal biases and prejudices that perpetuate systems of oppression and seeks to eliminate discrimination within the Library and the communities the Library partners with and serves.
- Authentically welcomes, includes, and values all individuals and communities.
- Meaningfully engages, directly consults, and listens to diverse, under-represented, and marginalized communities in the development, delivery, and evaluation of library services.
- Commits to creating a safe workplace environment in which employees' voices are included, heard, valued, and treated with respect.
- Commits to providing a safe space for members of the public to utilize library services with respect and without fear of discrimination.

## Process

This policy is reviewed by the Executive Director (or designee) every four (4) years, or more frequently as needed. Recommendations are forwarded to a Board of Trustees committee. The committee reviews and revises as necessary, endorses, and advances to the full Board of Trustees for approval.

## Policy History

Date approved: July 27, 2020

Next review date: 2024

Date adopted: July 27, 2020

# What we have accomplished

Building a strong EDI organization is a journey. The following list captures some of our most recent work and accomplishments.

## Defining and stating our commitment

- Board approved [Equity Policy](#).
- Leadership Team Equity Statement.
- Race, Inclusion, Social Justice, and Equity (RISE) Steering Committee message.

## Staffing

- **Assistant Director of Equity, Inclusion and Development** position created in 2020.
- **Recruitment and Retention**
  - Revision of job descriptions and interview questions to be more inclusive.
  - Addition of EDI as a required competency for all positions.

## Staff engagement & development

- **Staff development**
  - EDI Anti-Racism training for all staff.
  - Sponsorship and support for Leadership Snohomish *Step-Up Conference*.
  - Five Sno-Isle Libraries Leadership Snohomish County Racial Equity Cohort graduates.
  - Public Library Association (PLA) Leadership Lab: Embedding EDI in Library Leaders participation.
  - Youth services staff attended multipart series of classes on inclusive children's services with Dr. Martin – University of Washington iSchool.
- **Affinity groups** based on a shared identity including BIPOC, LGBTQIA, Disability, and Allies.
- **RISE Steering Committee**
  - A cross-functional multi-departmental diverse steering committee with a goal to infuse Social Justice and Equity, Diversity, and Inclusion into every part of our organization.
- Staff participation in **local and national groups** including Washington State REFORMA, PLA, ALA, and Leadership Snohomish Racial Equity Committee.

## Welcoming Spaces

- Inclusive community input gathering process for Mariner and Lake Stevens libraries.
- Inclusion principles embedded in library design including non-gendered restrooms and accessibility features.

**Policy revision** with special attention to inclusive language and principles.

## Programming and services

- How to Raise an Anti-Racist Family.
- Storytime session presented in four languages.
- State Training and Registry System (STARS) training for educators on anti-bias.
- Equity and diversity booklists.
- COMP TIA Certification program.
- Creation of a framework for honoring and celebrating cultural observances and holidays.



# The inclusion imperative for boards

**Redefining board responsibilities to support  
organizational inclusion**

### About the Deloitte Diversity & Inclusion Client Service Center of Excellence

Deloitte LLP's Diversity and Inclusion (D&I) consulting practice serves clients through cutting-edge marketplace solutions that engage diverse talent; build inclusive leaders; and foster innovative, courageous, and equitable cultures. Our work in D&I strategy, bias mitigation, and inclusive leadership engages board- and C-suite-level executives in strengthening inclusive cultures and diverse workplaces in pursuit of business outcomes. Read more about [Deloitte's D&I services](#) on [Deloitte.com](#).



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# Yes, boards do matter for inclusion

CORPORATE AND NONPROFIT boards of directors—spurred by a mix of persuasive research; pressure from shareholders, employees, customers and business partners; and their own intuitive sense of what’s right—have been working for years to improve diversity in their own ranks. For example, the percentage of women on Fortune 500 boards rose to 22.5 percent in 2018, up from 15.7 percent at the start of this decade. People of color on Fortune 500 boards increased from 12.8 percent in 2010 to 16.1 percent in 2018.<sup>1</sup>

There’s little debate that driving diversity should continue to be an important priority for all organizational leaders; nevertheless, it is becoming increasingly evident that focusing on diversity without also focusing on inclusion is not a winning

strategy.<sup>2</sup> Management teams—their efforts often led by chief diversity, inclusion, or human resources officers—have started to recognize this, and some have taken concrete action to develop and execute inclusion strategies that go beyond diversity to create inclusive cultures at their organizations.

Inclusion, however, is an issue whose importance touches leaders beyond the C-suite. So, what can *boards* do to further promote and solidify an inclusive culture at the organizations they oversee? A great deal, it turns out. Although boards of directors remain one step removed from the C-suite’s execution focus, they have a meaningful role to play in building an inclusive enterprise, and they can govern in ways that put C-suites and organizations on a positive path.

## DEFINING DIVERSITY AND INCLUSION

While diversity and inclusion may be inextricably linked, they are not one and the same.

- **Diversity** refers to the presence of people who, as a group, have a wide range of characteristics, seen and unseen, which they were born or have acquired. These characteristics may include their gender identity, race or ethnicity, military or veteran status, LGBTQ+ status, disability status, and more.
- **Inclusion** refers to the practice of making all members of an organization feel welcomed and giving them equal opportunity to connect, belong, and grow—to contribute to the organization, advance their skill sets and careers, and feel comfortable and confident being their authentic selves.

The main difference between the two is that diversity is a state of being and is not itself something that is “governed,” while inclusion is a set of behaviors and can be “governed.”

Therefore, this report emphasizes the board’s role in governing *inclusion*. This by no means diminishes the importance of diversity and the need to continue to drive progress. On the contrary, boards should engage in conversations with management about improving diversity, and this in itself is an inclusive practice.

# Why should boards care about inclusion?

“THE BOARD SETTING an example is important,” states a director of a Fortune 500 industrial products manufacturer. “If the board is not both diverse and inclusive, it lacks credibility with management”—as likely as well with investors, customers, employees, and other stakeholders.

Yet boardroom conversation around the board’s influence over inclusion is often scarce. A review of some charters for board committees in areas with potential diversity and inclusion implications—such as nominating and governance, human resources, and compensation—revealed that while more than half mentioned diversity and inclusion, these references most often only pertained to demographic composition (diversity). A small minority of these charters made direct references to the board’s oversight of inclusive organizational culture, practices, or strategy (inclusion).<sup>3</sup> Additionally, while many boards use tools such as board competency matrices in their succession planning efforts, most of these tools do not provide detailed insight into board members’ experiences and capabilities, including their experience or capability in practicing inclusive behavior.<sup>4</sup>

Qualitative research further reinforces the need for additional board focus on inclusion. Interviews with board members and executives of organizations across the marketplace reveal that a large majority of boards may not consider diversity and inclusion as separate concepts. Indeed, most boards’ current efforts in these areas focus mostly on diversity.<sup>5</sup>

Boards have an interest in encouraging inclusion as well as diversity, however. The uplift organizations receive from having an inclusive



culture, and not just a diverse workforce, is substantial. Where an inclusive culture exists, employees are much more likely to see themselves as part of a high-performing organization in which teams collaborate and consistently meet client and customer needs. Teams also perform better when they are both diverse *and* inclusive—there is less groupthink and more innovation.<sup>6</sup> In fact, the board, as a team, can also exemplify this pattern. When comparing low- and high-performing boards, high-performing boards are more likely to exhibit gender balance and inclusive behaviors.<sup>7</sup>

These outcomes of inclusion can translate into financial results. When operating under an inclusive culture and inclusive talent practices, organizations generate up to 30 percent higher revenue per employee, are more profitable than their competitors,<sup>8</sup> and become eight times more likely to achieve positive business outcomes.<sup>9</sup>

In short, because diversity alone does not ensure that organizations are able to bring a wide variety of insights, life experiences, and perspectives to

bear on their challenges and opportunities, boards should also value and promote *inclusion* as a separate yet connected priority.

It is time for boards to recognize both their potential for influencing inclusion and their responsibility to do so, not only for the sake of their own



organizations and employees but, where relevant, also for the sake of their various stakeholders. “Shareholders ask about diversity and inclusion because they know [diversity and inclusion] add to long-term shareholder value,” says Kosta Kartsotis, chairman and CEO, Fossil Group. Furthermore, as markets and customer preferences shift, boards and executives benefit from recognizing that prioritizing the inclusion of diverse customers and stakeholders is key to staying competitive in the marketplace.<sup>10</sup>

How can boards shift into an inclusion governance mindset? While it may seem an amorphous undertaking, it is possible for boards to chart a clear way forward that embeds inclusion into every facet of the organization’s work, workforce, and workplace.

# Influencing inclusion: The board's responsibilities in five key areas

"It all starts at the board to set the tone for inclusion as a priority both internally and externally."

— Ken Denman, governance & nominating committee chair, Motorola Solutions

Past research reveals, and our interviews confirm, that boards of directors traditionally own five key areas of organizational oversight:<sup>11</sup>

- Strategy
- Governance
- Talent
- Integrity
- Performance

As these responsibilities evolve to account for changes in regulations, the business environment, and society in general, the role boards play in influencing inclusion within each of these five areas is becoming even more important.

## Strategy

"Boards don't run the company—they govern. Boards can ask questions about the culture, whether or not it's inclusive, and how to support an inclusive culture with the business strategy. That's the board's job."

— Director, various Fortune 500 organizations

In the most inclusive organizations, inclusion is seen by all employees as critical to business strategy.<sup>12</sup> However, building an inclusive culture does not happen overnight. Boards can expedite progress by helping management define a common vision for what inclusion means and embed that vision directly into the business strategy.

In defining the vision for inclusion, the board and management will want to consider how individual, organizational, and societal biases may interfere with reaching inclusion goals. For example, if individuals with different identities are hired or promoted, or leave the organization, at unequal rates, what could this indicate about the level of inclusion employees might experience at the organization? If community partners and vendors do not have inclusive policies within their own firms and operations, what signals might a partnership or contractual relationship send to employees and the marketplace? If products and services are not designed to meet the needs of a diverse set of customers, how might this affect the company's bottom line?

Additionally, the definition of inclusion should tie into the organization's objectives, vision, mission, and strategy, perhaps using language directly from the organization's mission statement. The tighter the alignment, the more deeply the inclusion message will resonate with board members, executives, and the broader workforce, and the more likely it will be to elicit behavior changes that contribute to a more inclusive culture.

FIGURE 1

How boards can ingrain inclusion into their organizational strategy

What should boards ask?	What should boards do?
What is the organization’s active working definition of “inclusion,” and what is its vision for an inclusive culture?	Align with management on the definition of “inclusion.”  Validate management’s inclusion vision, strategies, and goals.  Proactively provide input to shape or enhance the inclusion vision, strategies, and goals when relevant or necessary.
How does the business strategy reflect inclusion?	Provide input for improvements to the organization’s business strategies to best align with the organization’s inclusion vision, strategies, and goals, as needed.
What is the organization doing to advance its inclusion agenda, and where is it making progress?	Seek to understand the organization’s high-level diversity and inclusion maturity levels and efforts.  Request information from management to inform the board’s guidance for addressing the organization’s significant gaps.
What are the existing enablers (such as business resource groups) and barriers (such as unconscious bias) to creating an inclusive culture? How can the enablers be promoted and the barriers broken down?	Stay aware of the organization’s inclusion enablers and barriers (which may also likely impact the organization’s diversity).  Evaluate and approve major solutions toward promoting enablers and breaking down barriers as recommended by management.

Source: Deloitte analysis.

Governance

“To truly embody and govern inclusion, the board should reflect the diversity of [the organization’s] customer base in its composition, create an inclusive culture within the boardroom itself, and integrate inclusive thinking and behaviors into all of the ways that the board operates.”

— *Trudy Bourgeois, founder and CEO, Center for Workforce Excellence*

It is incumbent upon boards to govern and operate with an inclusion lens—particularly as they preside over shifts in strategy, advise on major investments, and monitor risks. Boards that demonstrate inclusive governance practices integrate

inclusive thinking in all board proceedings and understand how their actions and decisions may lead to inclusion-related implications. Consider these potential boardroom scenarios:

- As an example of how board members interact, when having heated discussions or discussing sensitive topics in board meetings, are all board members able to contribute equally and do they feel welcome to do so? If not, how can the board operate differently to create an open and authentic environment for all of its members?
- As an example of governing business strategy, when the board is helping to evaluate whether to acquire another organization, does the board consider how the target’s level of inclusion—informed in part by the diversity of its workforce—compares to the organization’s

FIGURE 7

## How boards can embed inclusion into the way that they govern

What should boards ask?	What should boards do?
How are decisions made by the board? If relevant, how is inclusion, and not just diversity, explicitly factored into those decisions?	Consider both diversity and inclusion implications when making decisions, even those in areas that are not traditionally associated with diversity and inclusion.  Ensure that all board members involved in the decision-making process are heard and respected.
Do board committee charters lay the foundation for inclusive behaviors in all relevant board processes?	Embed inclusive language, thinking, and actions into all relevant proceedings and practices.
If inclusion is not already practiced, how can the board best begin to foster inclusion through its operating principles and behaviors?	Conduct a self-assessment of inclusion governance practices and develop a plan to embed inclusion into all board processes.  Consider forming an inclusion-specific committee or designating an inclusion champion within the board as a starting point.
Does the data informing the board's operations and decision-making come from a diverse and inclusive set of sources and perspectives?	Avoid confirmation bias by challenging management to seek out accurate information and research from multiple, diverse sources and perspectives.

Source: Deloitte analysis.

own? If the target is not as advanced in these areas, what risks could the organization thereby assume, and how can they be mitigated?

Similarly, inclusive board committees consider inclusion as a key element when crafting and executing their separate charters, perhaps going so far as to explicitly detail expectations for operating in an inclusive manner.

As a first step in holding itself accountable for inclusive governance practices, boards may even consider establishing a committee, temporary or permanent, focused specifically on inclusion. This inclusion committee's mandate would be to elevate inclusion's visibility in the boardroom and promote inclusive governance practices across all board committees and procedures.

## Talent

"Where the board can influence inclusion is in asking questions like, 'What is [management] doing to ensure that people at all levels and of all backgrounds have an opportunity to be developed and mentored into the senior management levels?'"

— General Lester Lyles (USAF retired), Chairman, USAA and director, General Dynamics and NASA

It is often said: Tone starts at the top. Boards can best advance the inclusion agenda not just by embodying inclusive leadership traits among their own members, but also by holding management accountable for developing the organization's talent—executives, managers, and front-line employees—into inclusive leaders.

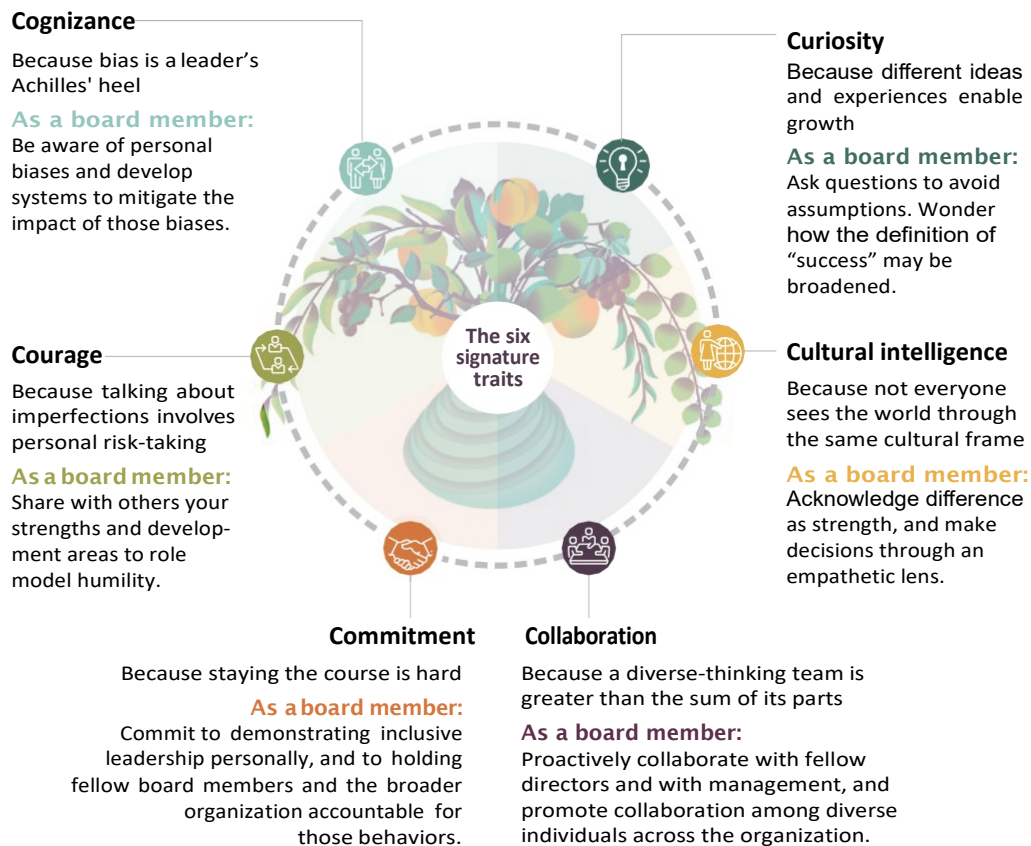
In general, inclusive leaders recognize and value people and groups based on their unique characteristics and learn to mitigate biases stemming from stereotypes. They also leverage the thinking of diverse groups of individuals for smarter ideation and decision-making, reducing the odds of being blindsided by up to 30 percent, increasing innovation by up to 20 percent, and fostering a sense of trust.<sup>13</sup>

Deloitte has identified six signature traits of inclusive leadership: commitment, courage, cognizance, curiosity, cultural intelligence, and collaboration (figure 3).<sup>14</sup> Board members can use these traits as a starting point for modeling inclusive leadership in all of their daily interactions and behaviors, both inside and outside of the boardroom.

To promote a pipeline of inclusive leaders, boards can encourage management to set these same six traits as formal competencies for senior leaders by embedding them into the organization's performance management, professional development, and succession planning processes. "Organizations would rarely promote business leaders who don't demonstrate a level of financial knowledge, and this same thought process should be applied for demonstration of inclusive behaviors," says Trudy Bourgeois, founder and CEO of the Center for Workforce Excellence. "Inclusion is, in fact, a business imperative. So, if you are being considered for a top leadership position, then you should have already demonstrated competency as an inclusive leader."

FIGURE 3

## Inclusive leadership for board members



Sources: Juliet Bourke and Bernadette Dillon, *The six signature traits of inclusive leadership: Thriving in a diverse new world*, Deloitte Insights, April 14, 2016; Deloitte analysis.



FIGURE 4

## How boards can help foster inclusive talent

What should boards ask?	What should boards do?
How are inclusive leadership traits and characteristics clearly built into the roles of and expectations for senior and executive leaders?	<p>Challenge management to set clear expectations for and to evaluate senior and executive leaders around inclusive leadership.</p> <p>Use similar criteria to evaluate the CEO and board members themselves.</p>
How is inclusion built into the organization's leadership succession plans?	<p>Prioritize an inclusion lens in succession planning (which includes considering the importance of diverse representation).</p> <p>Select inclusive leaders for key positions and encourage management to do the same.</p>
How are inclusion goals built into leadership and workforce development?	<p>Support management in promoting experiences and resources that train leaders and the broader workforce to practice inclusiveness, and help management identify experiential gaps in the leadership ranks that require correction.</p> <p>If needed, suggest development of new positions within the organization specifically focused on accomplishing inclusion goals as they relate to leadership and workforce development.</p>
How are the organization's professionals at all levels, including the board itself, becoming educated on diversity and inclusion and trained on inclusive behaviors?	<p>Influence diversity and inclusion education strategy, including a focus on bias mitigation, and set the tone for the importance of such education by having board members participate in education initiatives.</p>

Source: Deloitte analysis.

Finally, boards have a role in challenging management to cultivate inclusive leadership skills throughout the enterprise. Employees see inclusion as one of the most important factors in deciding where to work, and they want inclusion to be fundamental to their daily work experiences.<sup>15</sup> To achieve this, boards, as well as middle management and other employee groups, also play a critical part in championing and driving inclusive behaviors and practices. Collective accountability from all employees for fostering an inclusive culture is key to a successful and sustainable long-term inclusion strategy.

## Integrity

"When boards think and act inclusively, it sends a very clear message [about] what's important to the company."

— Billie Williamson, director, Kraton Corporation, Cushman & Wakefield, and Pentair

By setting the tone for inclusion and prioritizing it both internally and externally, a board has an opportunity to hold itself accountable for maintaining the integrity of its inclusion vision and to improve public perception of the organization and its brand.

FIGURE 5

How boards can frame inclusion as a matter of integrity

What should boards ask?	What should boards do?
What is the organization’s inclusion brand externally, and how is it manifested (such as what diverse stakeholders and clients say about their experience with the organization’s culture, products, and services)?	Help management strengthen the organization’s external inclusion brand, and advise management on any associated risk and areas for improvement.
How do the board, management, and other leaders speak about and embody inclusion, both internally and externally?	Actively embody inclusive leadership behaviors and traits in all personal and professional interactions.
What are employees’ perceptions of inclusion?	Understand that employee perception is a critical business driver, and challenge management to implement ongoing measures to effectively assess employee perception of inclusion at the organization.
What could the organization’s alliances, clients, or vendors convey about its stance on inclusion?	Understand how key stakeholders within the organization’s value chain approach, manage, and promote inclusion, and consider how that aligns with, and may affect, the organization’s own commitment to inclusion.

Source: Deloitte analysis.

Board members can advance a commitment to inclusion by leveraging their unique social and political capital to be a champion and role model, while looking for opportunities to directly acknowledge and formally promote their commitment to inclusion: in communications to shareholders, in public appearances, in interviews and conference presentations, and informally in networking and professional conversations.

Elsewhere, the board can guide management to consider how the organization itself talks about or represents inclusion in communications—whitepapers, press releases, marketing materials—and what the organization’s people say in the media. Finally, the board can encourage management to consider the integrity of the prospective partner’s inclusion vision when entering into alliances with other organizations or contracts with supply chain partners.

Performance

“[Driving] inclusion has to be a shared responsibility, but the roles are different. Management executes and advances the [inclusion] mission, and the board holds management and the organization accountable to that mission.”

— *Sheila Penrose, chairman, Jones Lang LaSalle Inc. and director, McDonald’s Corporation*

Transformations of any kind are subject to fatigue and failure unless someone is held accountable for outcomes. Building and maintaining an inclusive culture is no exception, which requires the board to hold the entire organization—management, all employees, and the board itself—accountable.

It is the board’s role to monitor diversity and inclusion metrics at a high level, while requesting

that management collect and analyze the relevant data (see the sidebar, “Measuring diversity and inclusion”). For instance, roughly 32 percent of respondents to a 2017 human capital survey indicated their organizations do not measure or monitor diversity and inclusion in their recruiting efforts.<sup>16</sup> Boards can play a significant role in closing the gap in this as well as in other areas. With data, the board can not only track the organization’s progress, but also guide its own efforts to operationalize the board’s multifaceted role in embedding inclusive thinking and behavior in strategy, talent, governance, integrity, and performance.

Boards can enhance management’s accountability for progress in inclusion by purposefully rewarding good inclusion performance. While 78 percent of respondents to the aforementioned survey believed inclusion to be a competitive advantage, a mere 6 percent of respondents indicated that their organizations actually tie diversity and inclusion outcomes to performance management

## MEASURING DIVERSITY AND INCLUSION

*To measure diversity*, organizations can track the rate at which they hire and employ people in various demographics, which may be characterized by gender identity, race or ethnicity, military or veteran status, LGBTQ+ status, or disability status, among other traits.

*To measure inclusion*, which can often be more challenging, organizations can compare the rates of retention, promotion, and attrition among the various demographics used to track diversity. Beyond measuring these factors, organizations should go further to understand the reasons for any differences and whether a lack of an inclusive culture is an underlying cause. Additionally, organizations can field ongoing pulse surveys that ask employees about their perceptions of the work environment, levels of engagement, and overall employee experience.

FIGURE 6

## How boards can monitor the organization’s inclusion performance

What should boards ask?	What should boards do?
What metrics are in place to measure the effectiveness of the organization’s inclusion efforts and to identify gaps?	<p>Influence the types of metrics used to track the progress and outcomes of inclusion efforts and the order of priority of these metrics.</p> <p>Prioritize inclusion on the board agenda by regularly scheduling time during board meetings to discuss and monitor diversity and inclusion progress and goals.</p>
How are inclusive behaviors and outcomes rewarded, recognized, and celebrated at the individual and organizational levels? How are noninclusive behaviors and outcomes corrected or mitigated?	<p>Publicly and purposefully celebrate improvements in inclusion, and reward individuals who embody inclusive leadership.</p> <p>Develop corrective actions and plans in concert with management to correct or mitigate noninclusive behaviors.</p>
How is the organization pursuing continuous improvements to enhance its own inclusive practices and outcomes?	Help management identify best-in-class peers to measure the organization’s inclusion maturity against them.

Source: Deloitte analysis.

and compensation.<sup>17</sup> Therefore, at the most senior levels of the organization, boards should consider linking some percentage of performance-based compensation to meeting inclusion objectives. For the rest of the workforce, boards may also encourage management to develop ways to hold all employees accountable for inclusive behaviors. These may include tactics such as developing formal performance expectations or creating monetary incentives, awards, or recognition programs.

Finally, boards should also evaluate their own performance in individually embodying inclusive leadership traits and collectively conducting inclu-

sive governance practices. This evaluation can be incorporated into annual board self-assessments or, if a board decides to form an inclusion-specific board committee, through the inclusion committee members' due diligence.

Where organizational inclusion objectives are not being met, the board can work with management to develop plans for corrective action. Such plans may include deployment of additional awareness and education for areas in need of improvement, or removal of employees who exhibit actions contrary to an inclusive culture.

# What can boards do now?

“The endgame is inclusion, and that is how you come up with better results and better solutions for shareholders.”

— Director, **Fortune 500** petroleum company

Creating and sustaining an inclusive culture may be one of the most difficult challenges an organization’s leadership, including its board, can undertake. Unlike engineering a better product or rooting out process inefficiencies, it can require teaching people how to rethink or eliminate deeply ingrained and even subconscious perceptions and behaviors. But the potential rewards are too dramatic, the moral imperatives too strong, and the risks of failure too great for boards not to lead on this issue.

The concepts outlined in this report are not intended to serve as a one-size-fits-all solution. Each organization should adapt its inclusion governance approach to reflect its own characteristics: its size and geographic reach; the complexity of its organizational structure; whether it is public, private, or nonprofit; the industry in which it competes; its current levels of diversity and inclusion maturity; and the size and complexity of its board.

Nonetheless, taking steps to cultivate inclusion in the board’s five key areas of responsibility can help lay a path for boards to:

- Articulate the current state of the board’s approach to inclusion governance
- Assess that approach against leading practices
- Identify what can be done to achieve inclusive governance goals
- Implement the changes necessary to accomplish those goals

By setting an example of inclusion in the boardroom, by advocating for an inclusive culture both internally and externally, and by holding management accountable for taking concrete measures to embed a culture of inclusion throughout the enterprise, boards can move a needle that’s been advancing far too slowly for far too long.

## AN INCLUSIVE GOVERNANCE STARTER LIST

### ☐ Strategy

Understand the organization’s current diversity and inclusion environment

### ☐ Talent

Educate yourself on inclusion and inclusive governance

### ☐ Governance

Begin embedding inclusion into all board processes

### ☐ Integrity

With management, concretely define what inclusion means and what behaviors support it

### ☐ Performance

Begin prioritizing inclusion as a strategic imperative on the board’s agenda, and monitor relevant metrics

# Appendix

## Research methodology

**T**HE IDEA THAT boards of directors have a role in governing inclusion, or in promoting an inclusive culture within their organizations, has not been widespread across the marketplace. A recent and thorough review of existing governance, diversity, and inclusion literature uncovered no material works on the subject. The topic's novelty was further confirmed by an analysis of board committee charters, which found little to no direct mention of inclusion governance as a board responsibility. Similarly, interviews with current governance, diversity, and inclusion thought leaders uncovered little previous or current work in board governance of inclusion, though most demonstrated support for the concept.

### Deloitte Governance Framework

This report outlines five key areas that boards can influence in governing inclusion. The recommendations are shaped both by Deloitte's understanding of the traditional responsibilities of corporate boards and by the insights of seasoned board members and governance leaders. They represent an evolution, through an inclusion lens, of the five key board governance elements, where the responsibility of the board is typically heightened, first introduced in *Framing the future of corporate governance: Deloitte Governance Framework*.<sup>18</sup> This framework and its elements are largely supported by existing governance literature.

### Interviews

As part of the research for this report, the authors interviewed 14 executives and board members, as

well as two diversity and inclusion subject matter experts. These interviewees currently sit on the boards of or hold executive management positions at 45 organizations, 19 of which are Fortune 500 companies (data collected via BoardEx).

The interviewees were identified either by Deloitte professionals or by board members at the organizations with which they are or had been associated. All of the interviewees met one or more of the following criteria:

1. The individual currently serves or had served on the board of a Fortune 500 company.
2. The individual is or had been an executive at a Fortune 500 company, where he or she has or had close ties to or knowledge of governance matters.
3. The individual's organization has demonstrated leadership in diversity and inclusion efforts, with accomplishments such as receiving a nomination from the National Association of Corporate Directors NXT initiative annual awards, which recognizes boards of directors that promote greater diversity and inclusion.
4. The individual has demonstrated expertise in the areas of governance, diversity, and inclusion.

The interviews were conducted by phone and were semi-structured. They covered questions that included, but are not limited to, how the interviewees' organizations define diversity and inclusion; how the interviewees saw the role of the board in governing inclusion; and which inclusion governance practices already were in place at their organizations. Two researchers reviewed the transcripts to capture key themes.

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## About the authors

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# Board of Trustees Code of Conduct

Sno-Isle Libraries Board Policy

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## Purpose

The purpose of this policy is to state the conduct that is expected of the Sno-Isle Board of Trustee members and to outline member roles and responsibilities with regard to member conduct.

## Scope

The Sno-Isle Libraries Board of Trustees responsibilities are limited to policy-making decisions, planning, budgeting, evaluations, and the overseeing of the Executive Director.

Board members will comply with all federal and state laws and the American Library Association Code of Ethics.

## Implementation

- Support and promote the benefits of the public library system.
- Comply with all national, state and local laws, rules and regulations regarding public libraries and follow only legal, professional, and ethical procedures to bring about desired changes.
- Join fellow members on the board, the staff, and the community in the continuing study of the nature, value, and direction of public libraries in our society in order to facilitate needed changes and growth patterns.
- Support the maintenance of a comprehensive and balanced collection.
- Work to keep all library policies and Trustee conduct free of racism, sexism, bigotry and intolerance. Support and uphold Sno-Isle's Personnel Practices Policy 2-7: Non-Discrimination and Harassment regarding personal conduct and interactions with fellow Trustees and employees of Sno-Isle Libraries.
- Recognize the need for trust as the basis for team building and shared leadership in all interactions regarding the Library. Make decisions on issues before the Board and reach conclusions only after deliberation and full public debate with fellow board members.
- Attend required regular and committee meetings, read distributed materials and information, and participate in discussions/votes.
- Accept the responsibility to work with the Executive Director and respect the professional expertise of the Sno-Isle Libraries staff and acknowledge that the internal operation of the library system is the responsibility of the Executive Director. Refer all questions and

complaints about Library operations to the Executive Director and act on such complaints in a public forum only after the Executive Director has reviewed them and only if a policy revision is necessary or legal ramifications are involved.

- Recognize the need to excuse oneself immediately whenever the appearance of a conflict of interest exists or an actual conflict exists.
- Participate in official board discussions and decisions, and recognize that authority rests with the whole board assembled in public meetings and make no personal promises nor take any private action, which may compromise the board. Nor when representing the board, promote the special interests of individuals, self, organizations, or political views which may be in conflict with the role of the library to serve the entire public.
- Uphold all policies adopted by the board. Acknowledge that it is appropriate for trustees to state their opposition during board discussion of an issue, and register their dissent at any meeting. Acknowledge that a dissenting board member may publicly state that he or she dissented on an issue and why he or she voted against it but that he or she should not undermine or interfere with implementation of the final decisions of the board. Agree that if a board member is so strongly opposed to the actions of the Board that he or she cannot support the decision, he or she should consider resignation from the Board.
- Support the vision and mission of the Sno-Isle Libraries and embrace the First Amendment, relevant principles of WLA and ALA, and the right of our customers to pursue knowledge for their enrichment and continued education.

#### **Associated Policies and Laws**

- American Library Association. [Code of Ethics](#)
- [RCW 27.12.190](#)
- [RCW 27.12. 192](#)
- [RCW 27.12.210](#)

## Policy History

Date approved: September 23, 2019

Next review date: 2023

Date adopted: March 24, 2003

# Capital Framework

Sno-Isle Libraries

## Strategic Goals

**Enhance library services** so that everyone can engage in experiences they value

**Create inspiring spaces** so that customers and staff experience spaces that are welcoming, inclusive, easy-to-use, and support current and emerging library use.

**Optimize library funding** so that we can continue to be good stewards of our finances and work to secure additional private and state funds

**Invest in our people and organization** so that we are resilient, equitable, and regenerative, and our staff have the support and resources they need.



# Capital Framework

## Sno-Isle Libraries

To achieve our vision, mission, values, and goals we will:

- **Consider the realities** of our facility conditions, communities, District resources, opportunities and the key consideration of funding; and
- **Use the guiding principles** outlined in our vision and values; in order to
- Develop and **implement a framework** that provides a responsive plan with clear outcomes for the District



## Realities

We will use these five essential criteria to evaluate our facilities, prioritize our capital projects, and make decisions about our buildings.

With each criteria, we will work in defined categories to establish and advance our facilities goals. For each category we will create a process that provides a quantitative evaluation. Though qualitative judgments will still be needed, the evaluations provide a solid foundation for these decisions.

### Facility conditions

- **Core:** Identify, monitor, repair, budget for and replace critical infrastructure and systems at all locations. Includes: roofing, electrical, water, HVAC systems, building control and security, windows, structural repair.
- **Base level:** Meet established Sno-Isle Libraries facility standards for customer and staff experience.
- **Inspiring:** Periodic upgrades and refurbishes to create inspiring spaces that support emerging library use and address dynamic community needs.

# Capital Framework

Sno-Isle Libraries

## Communities

- **Community health:** Use community indicators and knowledge to ensure equitable, diverse and inclusive outcomes in capital projects.
- **Civic roadmaps:** Use civic engagement infrastructure to inform capital decisions.
- **Demographics and data:** Collect and analyze community data.
- **Community input:** Public engagement to ensure the voice of the community is included in capital decisions.

## District resources

- **Capital strategy and planning:** Staff, time, consultants to set strategy and create plans.
- **Facilities:** Staffing levels and contracting resources to meet capital and facility goals.
- **Community and stakeholder engagement:** Staff, time, consultants to work with communities and civic leaders.

## Opportunities

- **Facility ownership:** Different ownership structures present different logistics and challenges, primarily whether Sno-Isle or City owned.
- **Community conditions:** Current community realities, goals and developments.
- **Emerging conditions:** Changes or unexpected developments in any realities that factor into or press a capital decision.

## Funding (key consideration)

- **Building reserve funds:** Existing and newly established reserve funds designated for capital needs.
- **Capital bonds:** General obligation bonds and revenue bonds, including potential LCFA or District bond ballot measures.
- **Levy operating funds:** Established guidelines for the use of levy funds on maintenance and capital work.
- **Supplemental sources:** Creative and diverse sources of funding, including federal, state and local designations, grant opportunities, community fundraising efforts.

# Capital Framework

Sno-Isle Libraries

## Guiding Principles

The Capital Framework is built to deliver on the strategic goal to create inspiring spaces. Because this goal is rooted in our values and vision, it provides effective guiding principles for our capital work. In keeping with those principles, the plan will include engagement with the community, customers and staff to develop a functional understanding of what is meant by the specific elements of the goal.

As a result, Sno-Isle Libraries' customers and staff will feel connected to and delighted by their library building. Each Sno-Isle Library facility will be:

- Welcoming
- Inclusive
- Easy-to-use
- Support current and emerging library use

## Framework

### Overview

The framework consists of a method to quantify the circumstances and conditions in the defined categories for each building or community. In each case a process is created to evaluate and continuously update the realities for each building. As a structure, understanding, or set of standards is developed, improved or evolved for a category, it becomes a part of the framework.

### Plan

The plan consists of defining the processes for evaluation in each category, and the details of the steps to be taken to perform the evaluation.

For example, in order to evaluate each building's Facility Conditions in the Base Level category, we will work with a consultant to establish core standards for the experience in Sno-Isle Library spaces, and inspect each library to determine if they currently meet the standards or if there is a gap to be addressed.

The plan is intended to be practical and usable; flexible and adaptable; and able to grow more sophisticated over time. Each category can be evaluated based on current knowledge and information – starting now – and each time we advance our work, a deliverable or work product is produced, or conditions change for any of the criteria, it can be added to the plan.



# Capital Framework

## Sno-Isle Libraries

This dynamic and adaptable approach allows us to continue our capital improvement and capital project efforts while continually updating and adapting the plan. Strategic and planning efforts will inform our projects, and our projects will inform our strategy and planning. We will use the framework for planning and decision making with the best current available understanding and information, while we continually refine and improve our plan and our capital work.

### Outcomes

Sno-Isle Libraries will:

- Perform ongoing capital improvement work on our library buildings.
- Identify the right capital projects to do at the right time, including in 2021.
- Develop an understanding and strategy for each facility and community.
- Use a dynamic system for prioritizing, selecting and implementing capital improvements.
- Plan confidently for near and long term capital budget needs.

