

iCount:
Removing Barriers
to Equity
@ Your Library





Dear Library Team,
Recently I was asked
about the highlights
of my first year as your
Library Director. Hands
down, what stood out

to me was the amazing dedication of the LA County
Library staff. Knowing that our staff are true public
servants who are innovative and do not shy away
from hard work, gives me the full confidence that
together we can rise to the challenge of breaking
down barriers to access in each of our libraries.

By attending the training, **iCount: Removing
Barriers to Equity @ Your Library**, you are taking
the first steps toward shattering walls and building
bridges, so that all of our community members can
fully benefit from the resources and services that
our Library offers every human being if given the
opportunity.

Library team—you are the change agents. It may
seem like a daunting task to make a dent in an issue
as huge as inequity, but if each of us just does even
one thing, those things can add up to something
big.

Supreme Court Justice Sonia Sotomayor said, “As
you discover what strength you can draw from your
community in this world from which it stands apart,
look outward as well as inward. Build bridges instead
of walls.”

Take the challenge. Build the Bridge.

Very Best,

A handwritten signature in black ink, appearing to read 'Skye Patrick'.

Skye Patrick
County Library Director







Participants of Compton Turns the Tables



Teen participants in Adult 101 Fitness

iCount...

is an initiative introduced by LA County Library that embodies the equity of services to library customers. iCount ensures the County Library makes a conscious effort in designing services and programs that address the needs of the diverse community it serves, which include customers of different age, gender, sexual orientation, ethnicity, socio-economic status, physical ability, nationality, legal status and more.

Equity...

extends beyond equality – fairness and universal access – to deliberate and intentional efforts to create service delivery models that will make sure that community members have the resources they need. Often these needs are different not only as a result of race and ethnicity but also owing to religious belief, sexual orientation, gender identification, socioeconomic status, or physical ability.

Purpose of Training

This training is developed by LA County Library to ensure that all people feel welcome in the library and that we provide equitable services. It is designed to help supervisors and managers to:

- Educate staff on equity
- Explore equity issues
- Develop and implement equity plans
- Create opportunities for continuation of equity discussions

Timeline

June 2017

iCount Committee Members will attend CLM meetings to facilitate further discussion and answer questions about training their staff.

July 2017

Training 1 – Laying the Ground Rules for Discussion

August 2017

Training 2 – What is Our Current Experience in the Library?

September 2017

Training 3 – What Can We Do to Support Equity?

October 2017

Training 4 – Library Equity Action Plan (LEAP)

Staff will come up with one equity issue to address in their library. There may be many, just pick one.

November 2017

Formalize Library Equity Action Plan (LEAP)

Submit LEAP to **iCount** Committee via Wufoo by Friday, November 16, 2017

CONTINUATION OF EQUITY DISCUSSION

- Full-time staff should discuss equity at Regional Youth Services Meetings, YA Meet and Greets, Library Assistant Meetings, Adult Services Meetings, and LHQ section meetings throughout the year.
- Part-time staff should discuss equity at monthly staff meetings.
- Staff should utilize Idea Boards to brainstorm answers to questions.
- Employee spotlights will feature staff who have embraced the **iCount** initiative through a service or program or have helped a customer overcome a barrier.

December 2017 – January 2018

Implement Library Equity Action Plan

February 2018

Submit report on Library Equity Action Plan progress by February 28, 2018

May 2018

Submit final report on the outcome of Library Equity Action Plan by June 26, 2018

"Know yourself. Know your biases, know what will push your buttons and what will cause your mind to stop. Every one of us has areas in which we are vulnerable to strong feelings. Knowing what those areas are in advance can diminish the element of surprise. This self-knowledge can enable you to devise in advance strategies for managing yourself and the class when such a moment arises. You will have thought about what you need to do in order to enable your mind to work again."

Lee Warren (Derek Bok Center, Harvard), "Managing Hot Moments in the Classroom"

Notes for Facilitators

Over the next few months, we will be asking you to expand your roles as supervisors to facilitators. To assist you in your role as an **iCount**: Removing Barriers to Equity@ Your Library facilitator, we have come up with a few guidelines.

1. Thoroughly review the Facilitator's Guide prior to leading a conversation.
2. As the facilitator, it is recommended that you take the Implicit Association Test (IAT) on race, gender, age, disability, religion, etc., as a way to know yourself better. It's not meant to be judgmental. Knowing what your implicit biases are will help in recognizing your trigger points and how to avoid or go beyond them.

Please encourage and emphasize to participants that they too can take the IAT in privacy and in a setting where they feel most comfortable.

The IAT is strictly a personal educational tool and is taken anonymously. Access the test online: <https://implicit.harvard.edu/implicit/takeatest.html>

3. Keep discussion groups small for effective conversations.
4. When starting a conversation, accentuate that this is an opportunity to improve and not a fault-finding exercise. Although we want staff to be open and honest in expressing opinions, keep County policies on workplace behavior in mind. Remind the group that some comments may be shared in the training space that are not appropriate in the workplace and always be mindful of the County Policy of Equity.
5. Remember that these topics are sensitive and may evoke strong emotions.

Acknowledge this to the group, and, to the best of your ability, create a safe space for open conversations by coming to a group agreement that will set the ground rules for discussion.

For more info, see Additional Tips on Sensitive Topics. See page 8.

6. It's a good idea to assign a note-taker/flip-charter and/or a timer, to capture ideas and keep the conversation moving along.
7. Always display a copy of the ground rules for discussion and the definition of equity during your meetings. Each location will be provided a set of idea boards to be used for each meeting and to keep the discussion going beyond the meetings.
8. At the end of each meeting, let the participants know what will be discussed at the next meeting.
9. It's OK to not have all the answers—you're not expected to! If you are unfamiliar with any topic, take note and refer participants to the **iCount** committee.
10. If you have a question that you would like to use as a discussion point, run it by your Regional Administrator.

A group of five diverse young adults are sitting in a circle on a bright, modern floor, smiling and talking. They are holding coffee cups and papers, suggesting a collaborative meeting or study session.

[illegible]



Making the Most of “Hot Moments” in a Group Session

‘Hot moment’: a sudden eruption of tension or conflict within the group. How might you handle such a moment? How can you take advantage of it as an opportunity to advance staff training?

General ideas to consider:

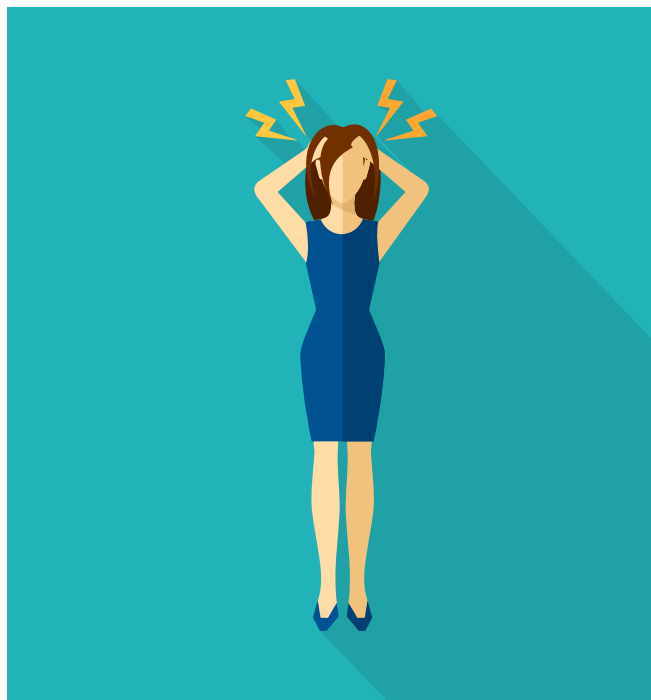
- Think ahead about how you might handle difficult group dynamics -- and what aspects of your discussion content might produce them.
- If tensions arise, do acknowledge them, in the moment or later.
- Be flexible with your plans: if participants are intensely attuned to an issue, let it have the time and attention it needs.

Specific strategies to consider:

1. If tensions arise, let yourself take a moment to decide whether to address the issue immediately, take it up separately with individual staff, or raise it in the next training. Count silently to 10 before speaking or reacting.
2. If you feel unprepared to deal with a question, comment, or topic in the moment, mark it as something the group will come back to at the next training – and then raise it at the next meeting when you feel more prepared.
3. Use index cards or small sheets of paper to let all staff share anonymously a brief response to the topic or tension that has erupted. You can read these aloud right away or take them out of the training to have some time to analyze them as a whole—and share what you learned in the next meeting.
4. Remind staff of your group agreement on the ground rules for discussion. If you haven’t already established them, propose a few key ones to guide the conversation moving forward out of the ‘hot moment’—e.g., no personal attacks, no interrupting, openness to hearing a range of perspectives.

Additional Tips on Sensitive Topics

1. **Be present...** Let go of anything that might be a distraction (deadlines, paperwork, etc.) and be intentional about your purpose in this moment.
2. **Try on new ideas, perspectives...** as well as concepts and experiences that are different than your own. Be willing to open up to new territory and break through old patterns. Remember, “try on” is not the same as “take on.”
3. **It’s OK to disagree...** Avoid attacking, discounting or judging the beliefs and views of others. Discounting can be verbally or non-verbally. Instead, welcome disagreement as an opportunity to expand your world. Ask questions to understand the other person’s perspective.
4. **Step up, step back...** Be aware of sharing space in the group. If you are a person who shares easily, leave space for others to step into. Respect the different rhythms in the room; it is ok to be with silence. If you are a person who doesn’t speak often, consider stepping forward and sharing your wisdom and perspective.
5. **Self-awareness...** Respect and connect to your thoughts, feelings and reactions in the process. Be aware of your inner voice and own where you are by questioning why you are reacting, thinking and feeling as you do. Monitor the content, the process and yourself.
6. **Check out assumptions...** This is an opportunity to learn more about yourself and others; do not “assume” you know what is meant by a communication especially when it triggers you – ask questions.
7. **Practice “both/and” thinking...** Making room for more than one idea at a time means appreciating and valuing multiple realities (it is possible to be both excited and sad at the same time) – your own and others. While either/or thinking has its place it can often be a barrier to human communication



US PATHWAYS

LA County Library proudly hosts U.S. Pathways for New Americans centers. These centers provide materials and handouts to help members of our communities in the citizenship and immigration process. There are currently two locations to serve customers of the Los Angeles County: Huntington Park Library and Rosemead Library. An additional 17 libraries offer Citizenship-in-a-Bag kits for checkout to library customers. These kits contain a large variety of educational materials and useful handouts to help people learn more about the United States and prepare for the naturalization process.



My Brother's Keeper event at East Los Angeles Library

MY BROTHER'S KEEPER

My Brother's Keeper (MBK) is an initiative started by President Obama to "address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential." LA County Library has incorporated MBK into our programming model in a variety of ways. One example is our Probation Camps Book Club program. Librarians are connecting with the youth in the probation camps and juvenile halls via a book club discussion group where they share information about libraries and demonstrate how the library can support lifelong learning and success.

Additional Tips on Sensitive Topics CONT.

8. **Intent is different from impact...** and both are important. It is also important to own our ability to have a negative impact in another person's life despite our best intention. In generous listening, if we assume positive intent rather than judging or blaming, we can respond, rather than reacting or attacking when negative impact occurs.
9. **Listen deeply...** Listen with intent to hear, listen for the entire content and what is behind the words. Encourage and respect different points of view and different ways of communicating. Engage heart and mind -- listen with alert compassion.
10. **Speak from the "I"...** is speaking from one's personal experience rather than saying "we," it allows us to take ownership of thoughts, feelings and actions.
11. **Openness/Honesty...** Although we want staff to be open and honest in expressing opinions, it's good to remind staff to keep County policies on workplace behavior in mind since this is a work-related activity.
12. **Parking Lot...** If you and/or the group seems unprepared to deal with a question, comment or topic in the moment, suggest that these be marked as something to go back to and parked in the Parking Lot.

Adapted from King County Office of Equity and Social Justice

Notes:

Published on Tolerance.org Spring 2016

Down the Hall: An Ambassador for Libraries



Photography by Tod Bigelow

Librarian Amy Trulock shows her visitors that, even in a closed facility, their library can be a positive, affirming space.

Amy Trulock is the librarian at Los Padrinos Juvenile Hall, a short-term detention facility in Los Angeles County, and the library is part of the County of Los Angeles Public Library. Trulock strives to show Los Padrinos residents that their library—and the public library system on the outside—is a place where they can find a teen-centered community space, resources and enrichment opportunities. In short, she's an ambassador for libraries.

The Los Padrinos Library opened in August 2016, and you're its first librarian. What inspired you to work at a youth detention hall?

I took a class in correctional library management [in grad school], and it was there that I really thought that I could be suited for a juvenile hall library. But I was also still really drawn to the public library. I was a teen librarian at two different [county] locations, and when I saw this

transfer opportunity [to Los Padrinos Library] come up, within the hour, I had talked to my current supervisor and also submitted my name to be on the transfer list to be interviewed.

I just think it's the best of both worlds; I get to be a teen librarian in a public library that's embedded in a juvenile hall facility. So, by doing that, I get to not only supplement

[residents'] academic work—to supplement what they're doing in the school, provide them with recreational opportunities—but I also get to be an ambassador so that they can see the library as a place that they want to continue to go to when they're released

How does the library collection support the residents' literacy and personal growth?

We're not just providing recreational reading material but a nonfiction range: on things such as health, including mental health and addiction; stories of kids that have survived foster care, gotten out of gangs; books on teen parenting, searching for jobs and applying for college.

We're working on building a collection that truly has something for everyone, that has diverse characters and that also covers a range of reading ability. We do have a small Spanish collection that we've been building, and we're looking to also add a story-time and parenting collection so that those [who are] teen parents will be able to practice reading to their children for when they're out. That way, we can encourage literacy not only in the teen residents, but then work toward making a difference in the next generation.

It's more than just books; it's important to introduce them to everything we have to offer. The library is a valuable resource for the rest of their lives. All of the students, when they leave the system, are given a [Los Angeles County] library card. It'll already be filled out for them. There is nothing that they have to do other than be released and continue on their journey and then to start enjoying that [library access] on the outside.

What's a common barrier in your daily work, and how do you tackle it?

Honestly, I think one of the main barriers is that this is a very transient population.

I think that's definitely a positive on one end because if kids aren't staying in the system long and they're getting released, that's wonderful. But it does take some fine-tuning because each week it's different; each week we're meeting new people.

I think it's very important that we, both Elsa [the library assistant] and I, come here from a very nonjudgmental place. Whatever they're struggling with, whatever [in] their past has brought them here, we can find a book that can help give them hope and give them some guidance or find something they can relate to. I think that's also very important when you're dealing with such a diverse population and when you're dealing with children. They need to feel safe; they need to feel respected at the same time.

What's one of your early successes with residents?

Every time someone says that they don't want to get a book [or] they don't really like to read and we still find a book for them, that's a success. That's been happening at least once a day since we've been open.

One girl came in and mentioned that she had a headache, and I asked if it was because of allergies from the winds, and she said that she had been crying. And another one of the girls asked her why she'd been crying, and she said because she realizes she's all alone in the world. The other girl said [something like], "But you've got books." The fact that they see [the library] as something that is a positive in their life, that's a real win for us.

Training 1

Estimated training time: 30 minutes

Laying the Ground Rules for Discussion

Over the next few months, we will begin discussing ideas and services related to equity concerns at LA County Library, so that we can ensure that all people feel welcome in the library and that we provide equitable services. These can be difficult, sensitive topics, so let's start by figuring out what we mean by "equity" and how we can discuss this topic in a safe, respectful manner.

Note: Display posters with the Library's definition of iCount and equity.

Questions for Staff

- How can we make this a safe space for discussion?
- iCount Training Information
- What are your thoughts about this information?
- How does this relate to customer service and the mission of the Library?



Young library customer plays with Ozobots and learns how to code with colors.

GIRLS WHO CODE

Girls Who Code is a non-profit organization determined to close the gender gap in technology. Girls Who Code connects certified coding facilitators with Girls Who Code Clubs across the United States giving the young women participating in each Club the opportunity to learn computer coding in a safe environment. The La Crescenta Library started a Girls Who Code Club in order to empower young women to learn coding at the library. They successfully ran the club for two years teaching over 15 middle and high school girls to code.

TRAINING 2 DISCUSSION TOPIC

Next month we will be exploring how these equity issues relate to our own library. Between today's training and the next we will be sharing thoughts on our Idea Board in preparation for our next discussion on current experiences in our library. The question up for discussion on our Idea Board is, "How do we make our library a safe place for people of all ethnicities, genders, and sexual orientations?" All staff is encouraged to participate by adding to the Idea Board.



HOMELESS SERVICES THINK TANK

LA County Library's Homeless Services Think Tank (HSTT) is a dedicated group of library employees from various units working to do their part to improve services for the homeless in LA County Libraries. The HSTT has spent a great deal of time educating themselves and others on the homeless experience in Los Angeles in order to identify the needs of library customers experiencing homelessness. The HSTT meets regularly to discuss new ways to enhance and/or adapt existing library services to adequately meet the needs of all library customers and to discuss implementation of the County-wide Homeless Initiative.

Training 2

Estimated training time: 45 minutes - 1 hour

What is Our Current Experience in the Library?

Last month, we spoke about equity concerns and the diverse communities we serve. Now we will explore those issues as they relate to our own library.

Questions for Staff

- What experiences have you noticed in the library that are related to equity?
- What barriers are there in our library or workplace that might affect equity? What barriers might there be for customers systemwide or in our section?
- What efforts are we currently making in our library or workplace to serve the needs of diverse populations?

Optional Scenario Questions

- You are working at a public desk and the next customer in line states that they want to wait for your co-worker because they don't believe you can provide the adequate service because you're of the opposite gender. How do you respond to this?
- You notice a customer with a mental disability approach a service desk and ask for assistance. Your co-worker provides just enough information, with very little enthusiasm, to get the customer on their way. However, you also notice that this same co-worker goes above and beyond with the next customer. How do you approach this?

TRAINING 3 DISCUSSION TOPIC

Next month we will begin thinking about what we can do as a library team to promote equity in our library and our community. Between today's training and the next we will be sharing ideas on a new Idea Board in preparation for our next discussion on how we support equity. The question up for discussion on our Idea Board is, "Are there specific populations we are not serving? How can we reach out to underserved populations to better serve them?" All staff is encouraged to participate by adding to the Idea Board.

Training 3

Estimated training time: 45 minutes – 1 hour

What Can We Do to Support Equity?

Our library or workplace is tasked with coming up with a plan to address the equity issues we have discussed. We will be finalizing the plan next month, so let's come up with some ideas as a team that we would like to implement both short term and long term. What do we want to do as a team to promote equity in our library and community?

Some Ideas/Examples:

- **Programs:** What types of programs do you think might support equity for a specific population? (Refer to the Public Services Program Planning Form for reference, if needed.)
- **Collection:** Does our collection support the diverse needs of our community? How might we better utilize it? Do our weeding guidelines need to be addressed? (For example, do we need to be more cognizant about keeping books by African American authors that might have lower circulation?)
- **Outreach:** Are there specific populations we are not serving or could be serving better?
 - How can we reach out to underserved populations?
 - Are there organizations in our community that we could partner with?
- **Customer Service:** How can we make customers more comfortable when seeking information that might be sensitive or difficult?



TRAINING 4 DISCUSSION TOPIC

Next month we will finalize our plans for what we will do in the next 6 months to support equity in our library. Between today's training and the next we will be sharing ideas on a new Idea Board in preparation for our next discussion on the Library Equity Action Plan. The question up for discussion on our Idea Board is, "What organizations in our community could we partner with to better serve our customers?" All staff is encouraged to participate by adding to the Idea Board.

VETERANS CONNECT

LA County Library has two Veterans Resource Centers as well as a pop-up library in Bob Hope Patriotic Hall. The Veterans Resource Centers, located at the Lancaster Library and La Puente Library, are staffed by trained volunteers, many of whom are veterans themselves, who are trained to teach their fellow veterans about state and federal education opportunities, employment, housing, health, disability and other benefits that may be available to veterans and their families. The pop-up library offers free library card registrations, reference assistance, and online service tutorials for veterans visiting the Hall.



Veterans Resource Center at La Puente Library

Training 4

Estimated training time: 1 hour+

Training can be divided into 2 sessions if needed

Library Equity Action Plan

After last month's discussion and feedback from our staff idea boards, please create a Library Equity Action Plan (LEAP) that describes the efforts we can make in our library to support equity. The action plan would include:

1. Equity issue being addressed.
2. A step-by-step implementation timeline.
3. Anticipated outcomes and how they will be measured.

Questions for Staff

- What steps do we need to take to put our plan into action?
- What will we do in the next 3 months and then in the next 6 months?
- What kind of administrative support and/or resources do we need to accomplish this?
- How will we know we have been successful?

NEXT STEP

Submit your Library Equity Action Plan.

Published on Library Journal December 2016



Building Equity from the Ground Up

By Geraldine Lin on December 6, 2016

AT L.A. COUNTY PL, A DEDICATION TO DIVERSITY AND INCLUSION STARTS BEFORE DAY ONE ON THE JOB

The County of Los Angeles Public Library believes diverse programming begins with assembling a team of people from various backgrounds and cultures who can offer different perspectives, ideas, and out-of-the-box solutions that appeal to a wider swath of the population. Diverse teams are helping to guide the organization toward its goal of reducing barriers and increasing access to the ten million residents (3.5 million in its designated service area) of the County of Los Angeles, itself a diverse group: 26.6 percent white, 9.1 percent African American, 48.4 percent Latina, and 15 percent Asian.

STARTING WITH STAFF

One key ingredient of achieving diversity in the library's organization is the recruiting and hiring process. The goal is to identify and attract talent from a diverse pool and ensure that every candidate is treated fairly.

We make a clear distinction between diversity and favoritism. We achieve diversity by posting job vacancies to various channels including industry associations, social media, professional referrals, community job posts, and more, and guarantee every portion of a job application and interview process is accessible to all. Selection is based on skill sets, merits, and best fits in our organization.

We take a realistic approach to considering our demographics from the top down, looking inward, and asking, "Does our management and staff team truly reflect the diversity of our communities?"

While our staff reflect the demographic composition of the local community, we also take into consideration that having a diverse staff can help educate the community on issues of acceptance and tolerance. We take into account the sensitivities of changing neighborhoods to build trust, acceptance, and tolerance. For example, it is typical to see library managers and staff members from diverse cultures in historically homogenous neighborhoods that are undergoing transformations.

CREATING A CULTURE OF CHANGE

The library recently introduced the concept of iCount (colapublib.org/iCount), an all-inclusive initiative that embodies the goal of equity of service to library customers. Equity extends beyond equality—fairness and universal access—to deliberate and intentional efforts to create service delivery models that will make sure that community members have the resources they need. Often these needs are different not only as the result of race and ethnicity but also owing to religious beliefs, sexual orientation, gender identification, socioeconomic status, or physical ability.

placing an emphasis on equality and equity in all of our programming. The library takes a holistic view of the various communities we serve and identifies groups that are underrepresented and face significant barriers to access. Through the iCount initiative, staff strategically target these groups with new or existing programs to serve their specific needs and connect them with the resources required to improve their quality of life.

For example, programs such as My Brother's Keeper (MBK) and Girl Empowerment address the needs of specific ethnic and gender groups. MBK was implemented in February 2014 by President Barack Obama to help young men of color achieve success. We invited staff from all levels to join the steering committee, and the response was overwhelming. We were able to assemble a diverse board that leads our department in assessing current practices, recommending innovative approaches to embedding MBK goals into current library services, and creating tools and resources for building awareness around gender inequity among our staff. The same principles were applied in the design of the Girl Empowerment program, which helps girls realize their power and potential, overcoming obstacles and inspiring others.

Family Place is designed to prevent kids from disconnecting from parents and falling behind in their literacy skills. Through parent-child workshops, the library frequently links parents of children with special needs to agencies and specialists who can provide support. Systemwide autism awareness training helps equip our staff to serve differently abled children. Several of our libraries feature an array of assistive technology such as digital

enlargers, "talking" calculators, special computer keyboards for those with low vision, and screen-reading and magnification software.

In addition to systemwide programs, our staff is encouraged to adapt the iCount project locally. Homeless Services Think Tank is a staff-initiated group that invites speakers from homeless service provider agencies and nonprofits with the goal of connecting homeless library customers to medical, legal, and housing resources. WeHope is an LGBTQ resource fair that showcases the Archives of Sexuality and Gender databases and allows customers to share their coming out stories. Life Ladders @ the Library: Helping Foster Youth Become Successful Adults is a local program founded by our Lancaster Library that provides foster youth who have "aged out" of the system with personal effectiveness training (PET) and real-world, paid work experiences in partnership with the Los Angeles County Department of Workforce Development, Aging & Community Services.

There are many more programs and services created under the iCount umbrella. Our management team's emphasis on diversity and equity results in purposeful programming at all levels.

Diversity is about recognizing our differences and accepting and respecting them. We must first embrace them before we can serve our customers equally. Then there can be hope that through our efforts, we can educate and influence our customers to accept and respect the differences in others.



Through iCount, the library makes a conscious effort to design services and programs that address the needs of the diverse community it serves. To align its staff with the iCount initiative, the library started by inviting Simran Noor, the VP of Policy and Programs, for the Center for Social Inclusion, to deliver the opening keynote about racial equity as social innovation for the library's annual full-time staff training day this past August. The one-time event, at which the library introduced the concept of iCount, also featured Emily Weaks, Eureka Scholar from the Oakland Public Library, who addressed the perspective of "white librarianship" and the staggering statistics of the profession.

The training day breakouts and speakers involved a mix of multigenerational and multiethnic professionals, and the engaging discussion that followed helped promote awareness by opening a dialog on equality and getting staffers to reflect on what more they can do to serve underrepresented communities. For those joining the library after the advent of iCount, the human resources team is rebuilding the orientation program to include sensitivity and diversity training.

As part of the iCount initiative, the library is also planning to introduce a series of internal trainings to continue the discussion on equity in spring 2017.

The training will initially target the library's 200 managers/supervisors and then phase in training for other employees. Group trainings will provide an overview of equity and what it means as well as discussions of particular issues around gender, race, and sexuality.

We recognize that perception cannot be changed overnight; it must be achieved through continual education.

We need to make a lasting impression that equality has an enormous impact on our customers' quality of life, and we must design our programs to be inclusive and adaptable. To that end, we are also looking to create toolkits to help our librarians design better programs. This would include tools to help them identify the needs of various community groups and design innovative ways to address them, as well as tips on how to reach out. Toolkits for managers to use on a monthly basis will help them create a commitment plan.

PLANNING PROGRAMMING

Having a diverse management team plays an essential part in building an organizational culture that values diversity. It is also instrumental in



ADDING VALUES iCount training for staff stresses service equity.
Photo courtesy of LA County PL

The **iCount** Leadership Committee was formed in 2015 and was originally named the My Brother's Keeper (MBK) Committee. The initial goal was to support programming and services for young men of color in support of the Countywide MBK initiative. In 2017, the committee changed its name to the **iCount** Leadership Committee to broaden impact on equity issues and challenges. The committee is voluntary and comprised of the following staff:

Debbie Anderson, iCount Leadership Committee Chair

Katherine Adams	Hilda Loh
Gladstone Bucknor	Carlos Ortiz
Christina Cabrera	Alejandro Rubio
Hilda Casas	Kristi Samuelson
Tom Cornicelli	Meredith Sires
Alex Echevarria	Margo Tanenbaum
Alejandra Garcia	Biz Tanner
Robert Gardner	Lyda Truick
Matt Gill	Grace Yang

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