

Building Relationships to Shape Behavior

*Charting a better library environment for you and your
patrons*

Melissa Munn and Angelina Benedetti - King County Library System
OLA-WLA 2019 - “Charting the Unknown Together”

Outcomes - in this session you will...

Explore how relationship-building makes it easier to help patrons use (and stay in) the library

Learn how to make the library a welcoming place for all

Look at library rules in a new way

Learn to respond to incidents and disruptive behavior

Discover ways to collaborate with your team

Practice de-escalation

Maximize personal safety

Introduction - Angelina Benedetti

Background

“Librarian’s Librarian”

Teen Services

Collection Development

Library Regional Manager since 2009



Introduction - Melissa Munn

Background

Bachelors Degree - Criminology

Youth Work - 10+ years

Youth Detention - 6 years

Foster Youth - intensive case management

Street Involved Homeless Youth

Program Manager for runaway and homeless youth

*Community Conduct Coordinator
- KCLS*



What do you hope to



King County Library System

Intentional approach to managing patron behavior

Community Conduct Coordinator hired in 2012

JLMC Safe and Secure Libraries project begins 2014

Social worker piloted in 2016

Revised Code of Conduct unveiled in 2017

Safe and Welcoming Spaces Project Team in 2018

Social worker hired in 2019



Is there a rise in patron-related behaviors in your library?

Ask yourself...

Is there really an increase in incidents? Or are you becoming more comfortable with your tools?

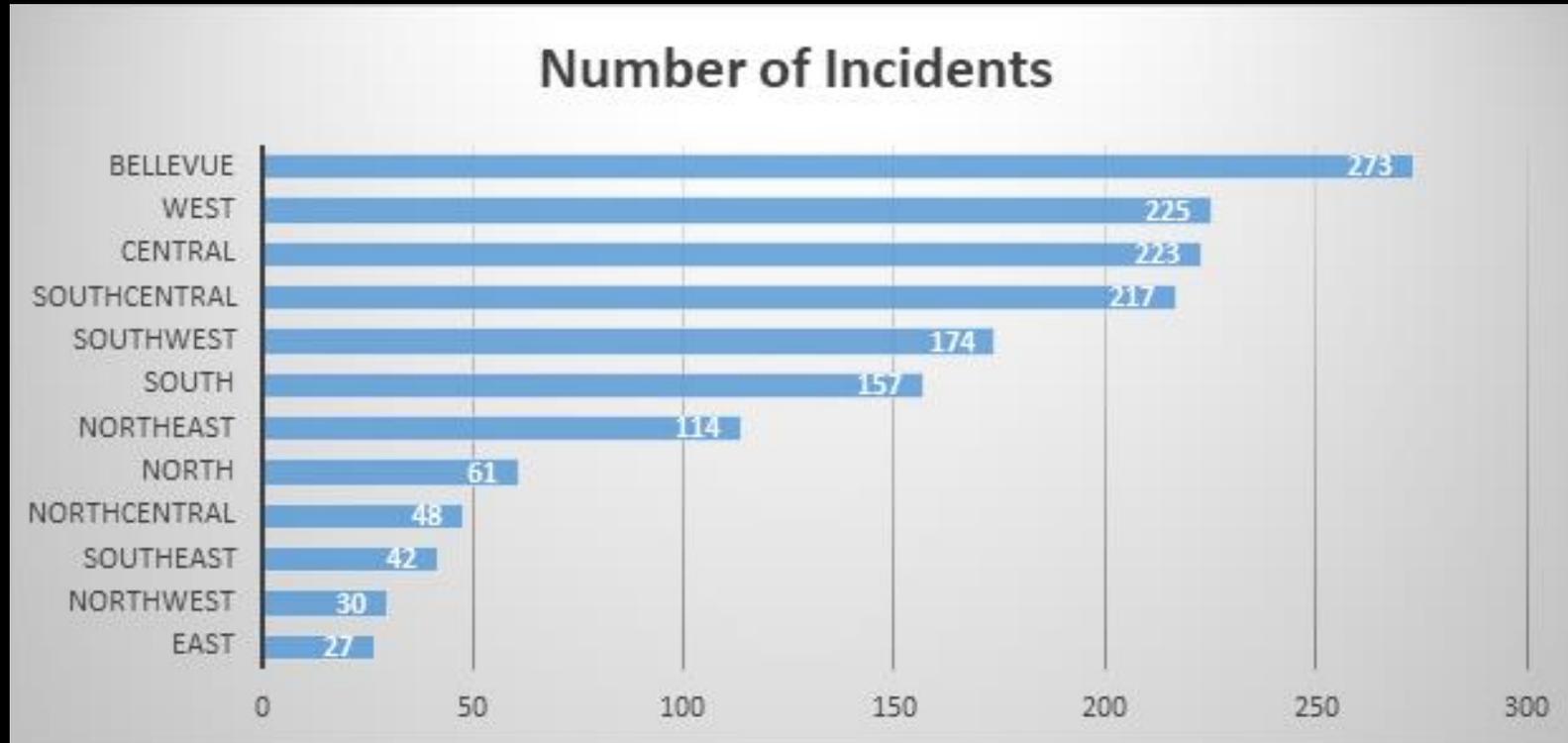
What are you comparing? Types of incident? Locations?

How does your compare to police statistics in your community?

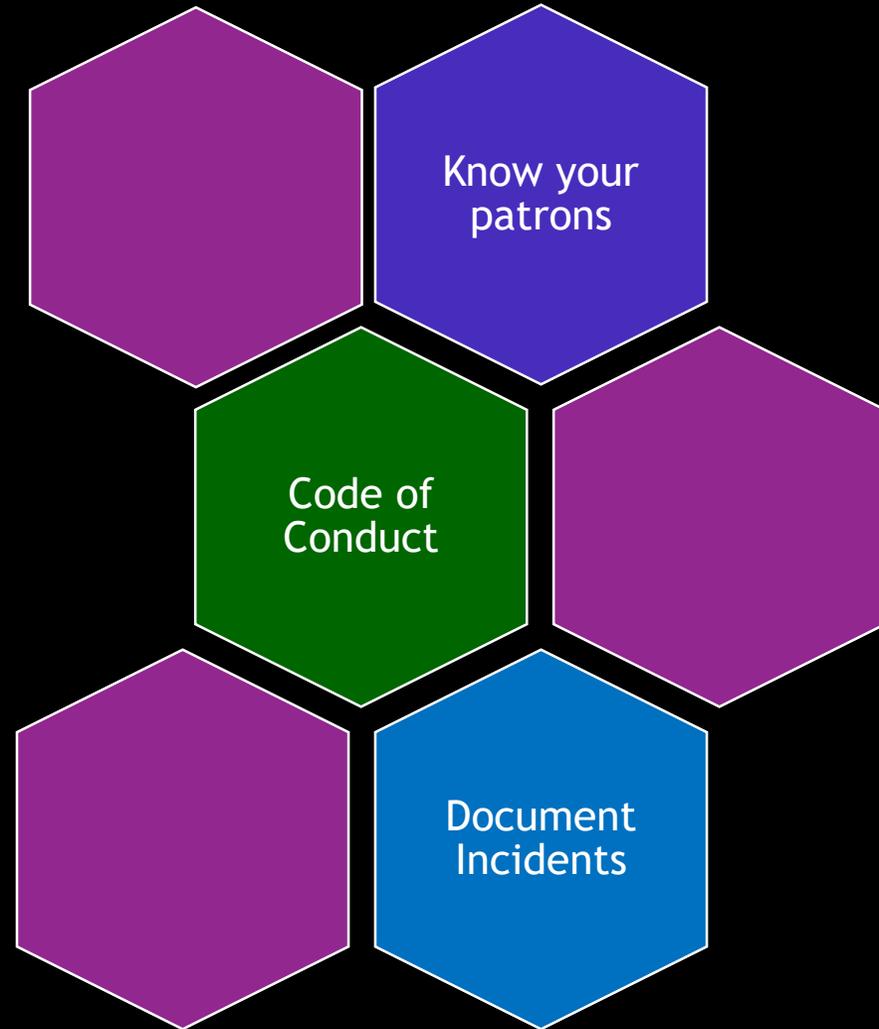
KCLS 2018 Incidents, by Type of Incident

KCLS 2018 Incidents, by Type of Incident				
2015	2016	2017	2018	Type of Incident
135 (14%)	149 (11%)	178 (11%)	135 (9%)	Vandalism/Property Damage
73 (8%)	94 (7%)	177 (11%)	149 (9%)	Drug/Alcohol related (paraphernalia, residue, suspected use/dealing)
108 (11%)	156 (11%)	187 (12%)	203 (13%)	Trespass (new or returning trespassed patrons)
170 (17%)	235 (17%)	251 (16%)	263 (16%)	Accident/Injury/Illness
409 (42%)	640 (46%)	697 (44%)	755 (47%)	Behavior Related (not included above mentioned)
78 (8%)	109 (8%)	85 (5%)	86 (5%)	Other
973	1383	1575	1591	Total number or incidents in the libraries.

KCLS 2018 Incidents, by Region



KCLS approach to managing the library environment



Lenses on Patron Behavior

Approach patrons with a sense of humility

Acknowledge the power dynamic (“With great power comes great responsibility”)

Set aside judgment and assumptions

“Make a disruptive move.”

“You cannot treat someone better than the pre-conceived picture you have of them in your mind .”

Pastor Wayne Perryman

Get to know your patrons

Present on the floor

Get to know your patrons' names

Greet people as they enter the building

Five Universal Truths

All people want to be treated with dignity and respect.

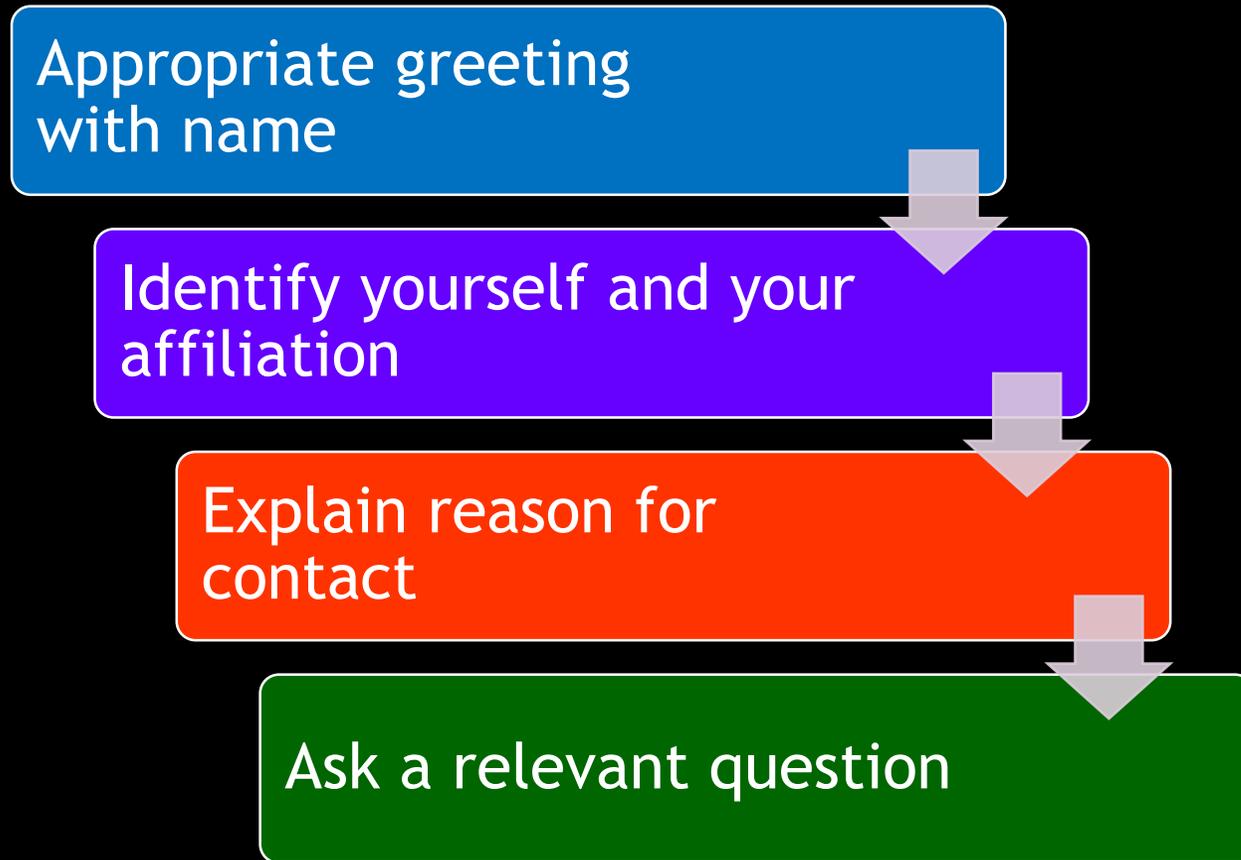
All people want to be asked rather than told to do something.

All people want to be told why they are being asked to do something.

All people want to be given options rather than threats.

All people want a second chance.

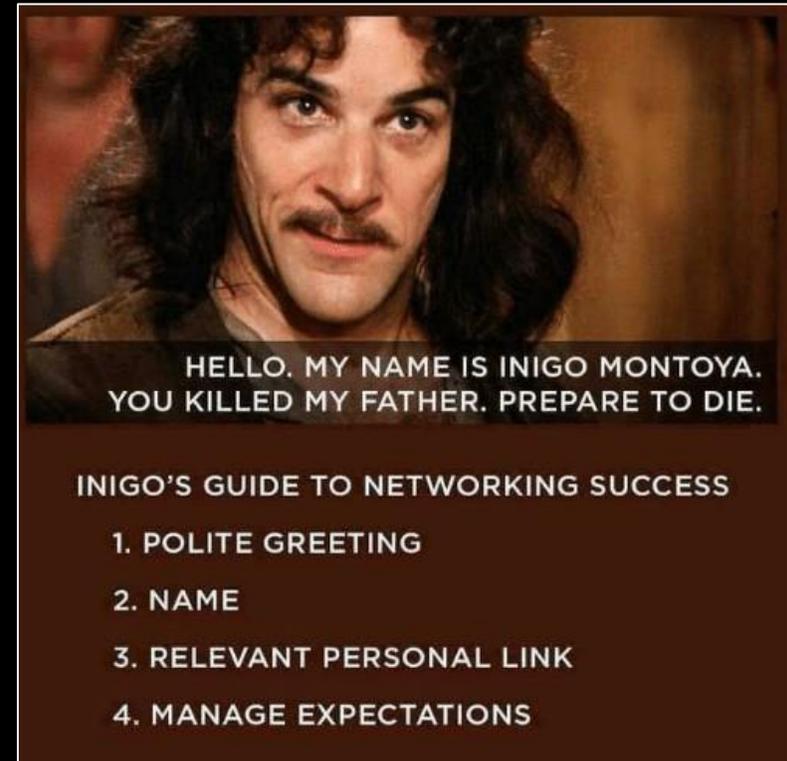
Universal Greeting



Verbal Defense and Influence

Universal Greeting

*“Hi, my name is Melissa,
I work for the library.
You might not be aware
that your voice was
carrying across the library
and I could hear you at the
desk.
Could you please keep it a
little quieter?”*



Verbal Defense and Influence

What's your style?

Authoritarian

Escalates power struggles
Rigid
Perceived as brittle



Permissive

Gives in
Too much freedom
Perceived as naïve



Uninvolved

Avoids conflict - ignoring
No leadership
Perceived as invisible



Authoritative

Conflict as means of problem solving
Direction, support, and structure
Perceived as authority figure, but fair and helpful



Consistent Application

Code of
Conduct

Bans

Trespasses

Incident
Report

Patron
Behavior
Tool

Code of Conduct

Library patrons are expected to:

- *Be safe*
- *Be respectful of other patrons and library staff*
- *Be respectful of library property*
- *Obey the law*
- *Comply with requests from library staff*



Code of Conduct

“Library staff will intervene to stop prohibited activities and behaviors.

Failure to comply with this and any other established KCLS policies could result in restriction of library privileges, immediate removal from the premises or exclusion from the library for a period of one day to one year, or in arrest or prosecution.”



Bans

Local

Range from one day to one year

Issued for:

- Non-threatening but disruptive behavior

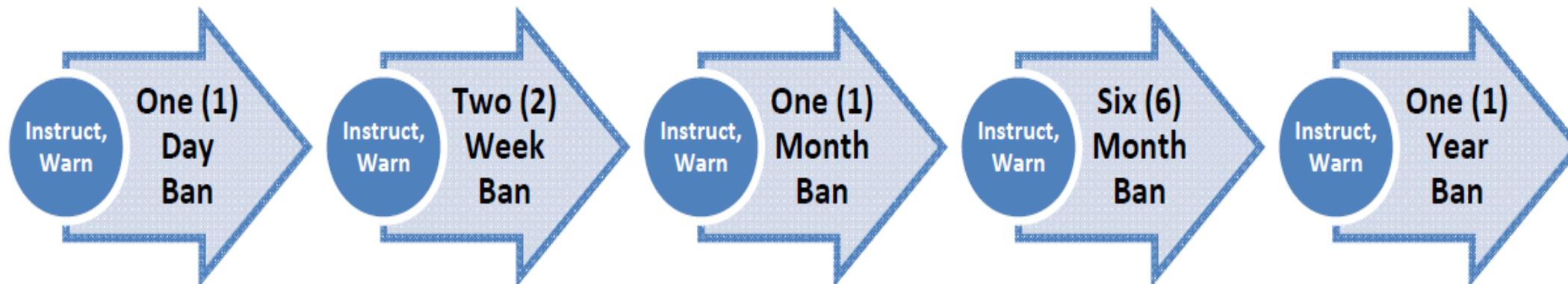
- Inappropriate use of the library

- Non-compliance with staff direction



Instruct. Warn. Ban.

PROGRESSION SCALE



Trespass: System-wide consequence, reserved for...

1. Actively **threatened staff** or others
2. Are so **disruptive** that the library cannot be used safely
3. Are engaged in **illegal behavior** observed by any staff (examples, but not limited to):
 - a. Fighting or threatening to fight
 - b. Brandishing a weapon
 - c. Stalking
 - d. Assaulting staff or others
 - e. Selling or using drugs
 - f. Theft of library material or items belonging to staff or others
 - g. Intentionally damaging or destroying library materials, equipment, or property
 - h. Viewing or printing child pornography
 - i. Violating a one (1) year ban



Patron Behavior Tool

SharePoint

EDIT

SHARE FOLLOW

Save Close Paste Cut

Commit Clipboard

Community Conduct
Home

Patron Behavior

Recent

Patron Behavior
Admins

Pages

Site contents

Patron Information

First Name

Last Name

Nickname/Alias

Return Date * *

Library Name * *

Region

Age * *

Gender * *

Patron Description

100%

Incident Reporting

SharePoint

BROWSE

SHARE FOLLOW

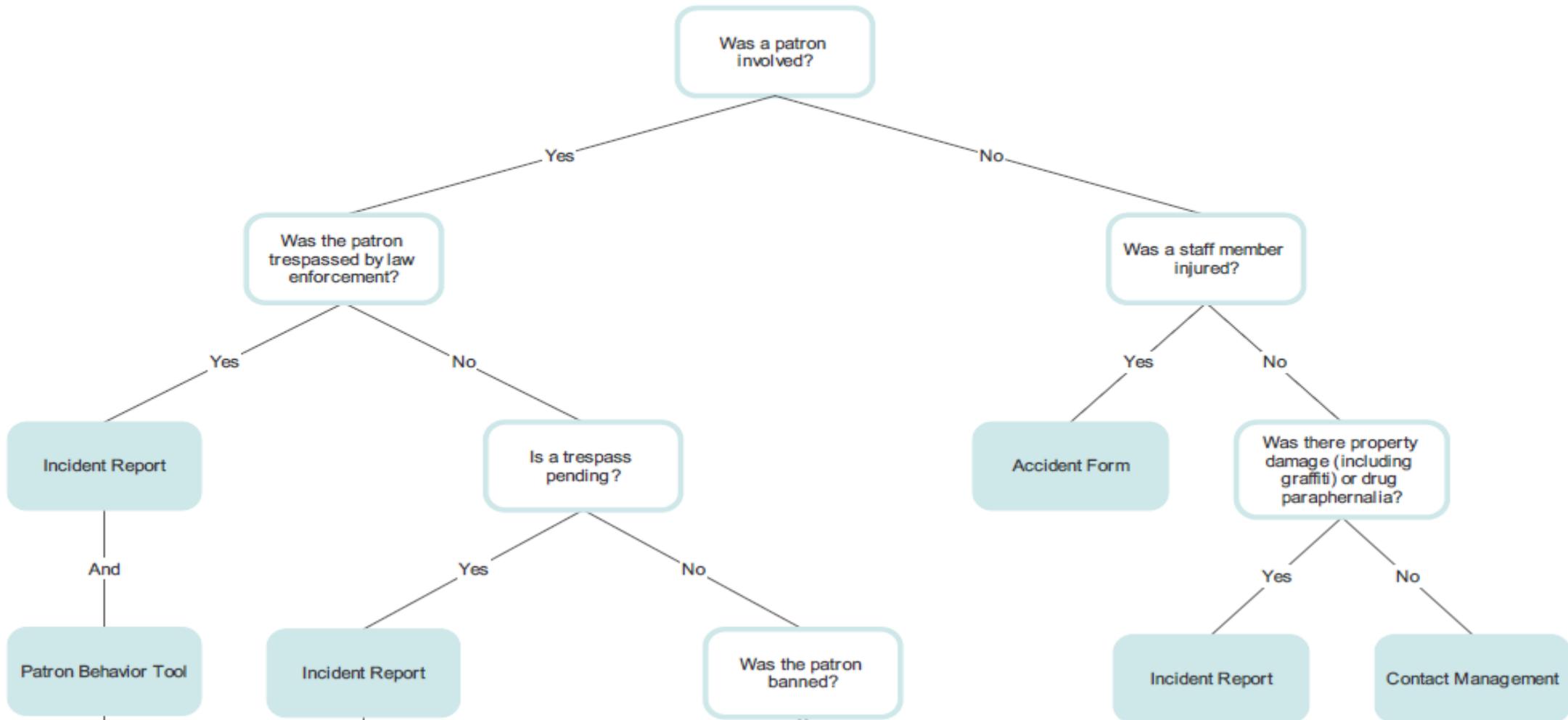
Work Groups

- Benefits
- Classification & Compensation
- Employee Relations
- Employment
- Labor Relations
- Page Fellowship Program
- Safety & Health
- Staff Development
- Site Emergency Report
 - Create New Incident Report
 - My Incidents
 - Incident Reporting
 - Documents
 - Recent
 - Bellevue
 - Performance Evaluations

Incident Reporting - New Report

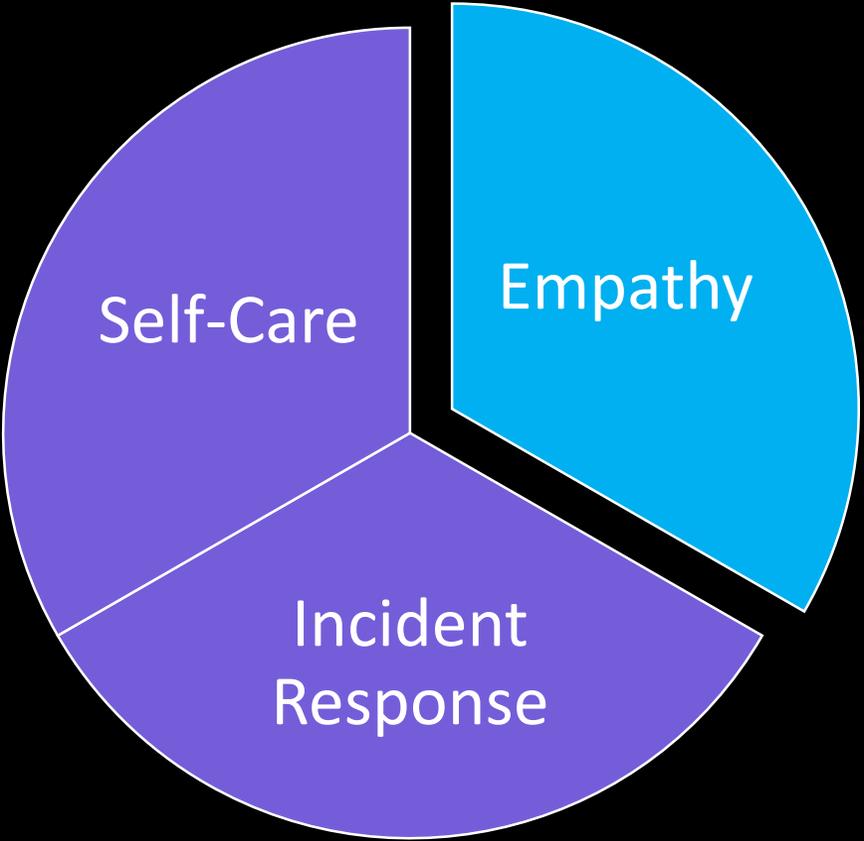
Incident Information	
ID	<input type="text"/> <i>(Automatically assigned once submitted)</i>
Status:	Draft
Library	<input type="text"/> *
Date/Time of Incident	<input type="text"/> *
Involved Staff	<input type="text"/> *
<i>(List all involved staff separated by semi-colons)</i>	
Supervisor(s) to Notify:	<input type="checkbox"/> BELLEVUE Management Team (BE_CR_LH) <input type="checkbox"/> CENTRAL Management Team (FR-RH-RN-SO-SW) <input type="checkbox"/> EAST Management Team (FC-IS-NB-SA-SN) <input type="checkbox"/> NORTH Management Team (BO-KG-KL-KM) <input type="checkbox"/> NORTHCENTRAL Management Team (MI-NC-NW)
Selected Supervisors:	
<input type="text"/>	
Supervisor Notification History:	
<input type="text"/>	

100%





Training and Development



Empathy

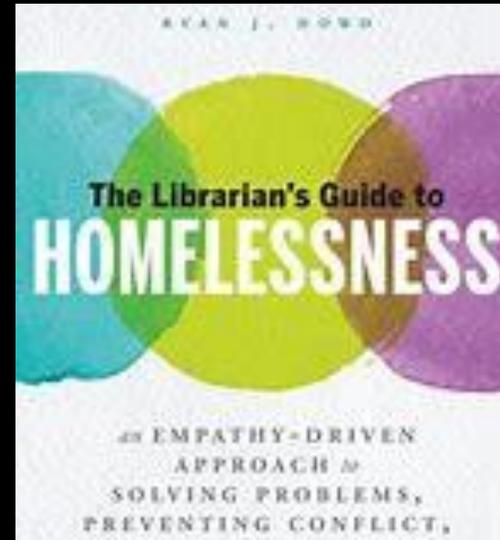
Trainings we offer

Librarian's Guide to Homelessness

Opioids 101

Mental Health First Aid

Cultures Connecting



Working with survival - based
populations

Survival Mode Assumptions

Individual Needs First: Take what you want...or you won't get what you need.

"The System" is corrupt and cannot be trusted or counted on.

Relationships: Relationships are used to get what you need or want...loyalty is extreme, but reserved for select friends/family. (Friends/family always backup in a dangerous situation.)

Choices based on...immediate outcome. Future is almost always uncertain.

Organization Skills: Organizing things, time, and processes is futile, because schedule and proximity is unpredictable.

External locus of control: Because environment is dangerous and unregulated. What others do or say dictates behavior. Therefore individual responsibility is not necessarily assumed

Respect (from others) is primal: Demanding respect from others is critical to not just esteem but also safety. If disrespect is tolerated....exploitation will follow.

Privileged Assumptions

Group/Individual Needs: There's enough for all if we only take what we need.

"The System" generally works and can be trusted.

Relationships: Relationships are used as a demonstration of popularity..loyalty is less critical ... (Police are backup in a dangerous situation.)

Choices Based on Longer-term Outcomes: Future is predictable if we learn how to plan for it.

Organization Skills: Learning to keep track of things, time and processes is almost automated...However, boys generally develop the skill later than girls.

Internal locus of Control: Because most environments are regulated and monitored. Self-regulation skills are encouraged, supported and taught. Personal responsibility is generally assumed.

Respect based on internal Processes: Demanding respect not required...respect from others is assumed. Safety is based on a deep trust of the system as managed by others.

Challenges of Survival Orientation

Privileged Public often sees survival-based clients either as deserving pity...or as threatening and intimidating...or lazy. (rescue the children, lock up the teens, punish the parents,) Compassion to Fear to Disgust.

Trust is black or white, trusts some too much and others too little...challenges with regulating degrees of trust.

Decision making focuses primarily on short-term payoffs.

Organization skills are frequently thwarted. (especially with males)

Perceived disrespect from others often results in escalating conflicts...sometimes resulting in violence.

Posturing results in youth feeling he/she has no choice but to “act out” to maintain identity.

External locus of control thwarts development of self-regulation skills and positive identity formation.

Inherent Strengths of Survival Based Orientation

- Develops 6th sense for interpreting non-verbal communication. (Read people quickly and accurately).
- Develops uncanny ability to quickly interpret dangerous situations.
- Develops sense of resilience based on ability to do without.
- Ability to perform under pressure can be enhanced (for some).
- Develops strong sense of loyalty to people they trust.
- Have capacity for exceptional strength, passion, courage.
- Often provides solid foundation for entrepreneurial and negotiating skills.

Survival Based Youth

ACEs - Adverse Childhood Experiences linked to:

- risky health behaviors,
- chronic health conditions,
- low life potential, and
- early death.

Historical Trauma

Oppression - ...isms

Chronic Trauma that Contributes to Survival Orientation

Unreliable or absent parent/care-providers

Unresolved/Unprocessed loss

Exposure to violence

- Victim of violence, abuse, neglect
- Witnessing violence

Poverty/Unmet basic needs (food, shelter, clothing, etc.)

Transience/ changing housing, schools, etc.

Refugee status/ immigration to avoid persecution

Living in a neighborhood that is dangerous ...physically, emotionally threatening.

Being subjected to chronic racism ...or bias based on identity/personhood. (institutional or personal)

Working with Teens

Listen

Show the human side - (be careful)

- “is what I’m about to say in the best interest of the young person?”
- keeps the focus on the young person and their story rather than you

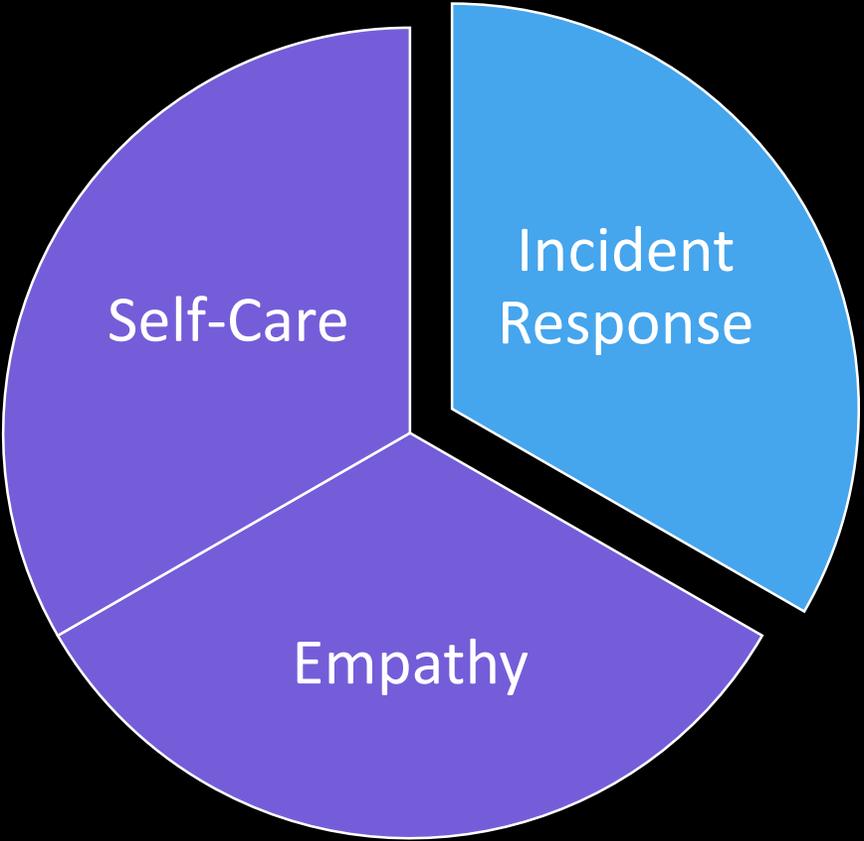
Set a Boundary when necessary - Clear

View Resistance as Protection

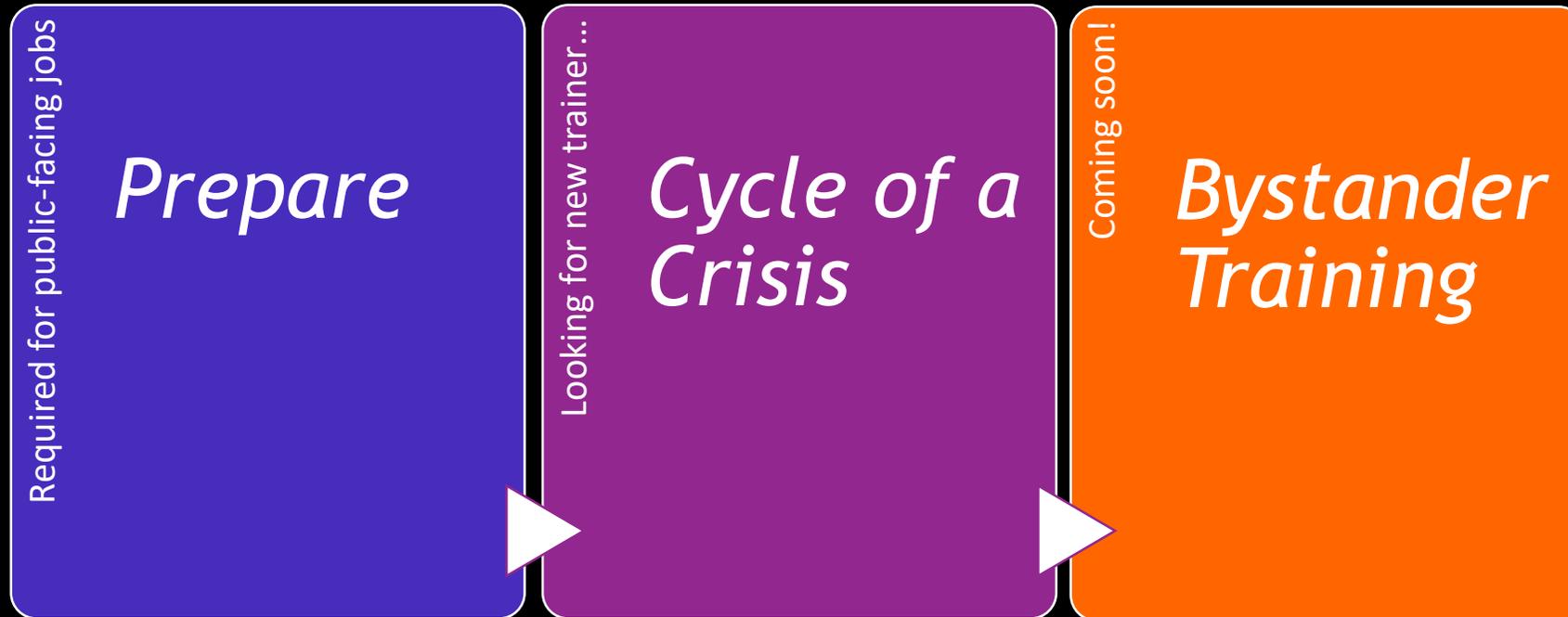
Learn Basic Counseling Skills

Practice Self Care - its not personal

Training and Development



Incident Response training



Prepare

All public-facing positions expected to take Prepare

Crisis Development Model

Supportive Stance

Proxemics

Rational Detachment



Crisis Development Model

The CPI Crisis Development Model

Integrated Experience



Crisis Development Behavior Levels	Staff Attitudes/Approaches
1. Anxiety	1. Supportive
2. Defensive	2. Directive
3. Acting Out Person (AOP)	3. Non violent Physical Crisis Intervention
4. Tension Reduction	4. Therapeutic Rapport

1. Anxiety
2. Defensive
3. Acting Out Person (AOP)
4. Tension Reduction

1. Supportive
2. Directive
3. Non violent Physical Crisis Intervention
4. Therapeutic Rapport

Practice your Supportive Stance

One foot slightly in front

Hip forward

Weight back

Hands in front

Do not lace fingers



“Cycle of a Crisis”

Anger ≠ Violence

Cycle of a Crisis

Situational Awareness

Plan!

Roles during an incident or crisis

- *“First on the scene”*
- *Back-up*
- *Phone*
- *“Milieu Manager”*

Training and Development



Self Care

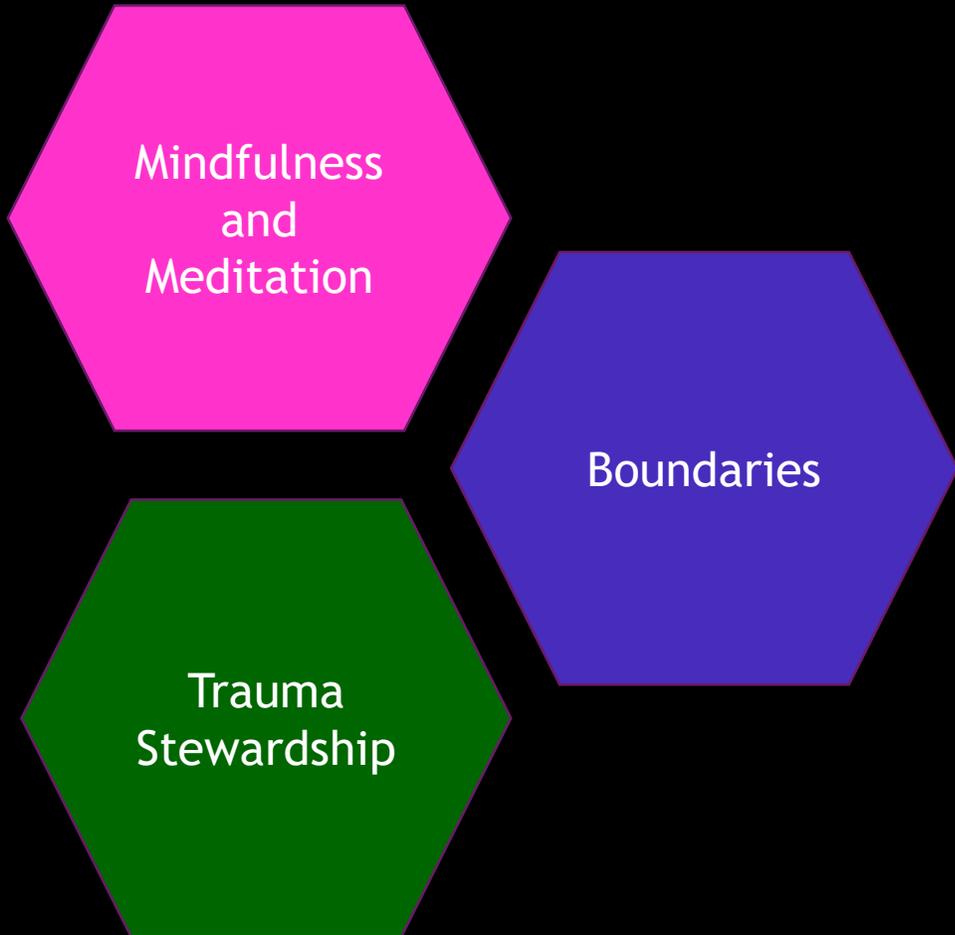
Self care

- *care provided “for you, by you.” It's about identifying your own needs and taking steps to meet them. It is taking the time to do some of the activities that nurture you. Self care is about taking proper care of yourself and treating yourself as kindly as you treat others.*

Rational Detachment

- *The ability to control our own behavior and not take hostility personally*

Self-Care trainings



Mindfulness
and
Meditation

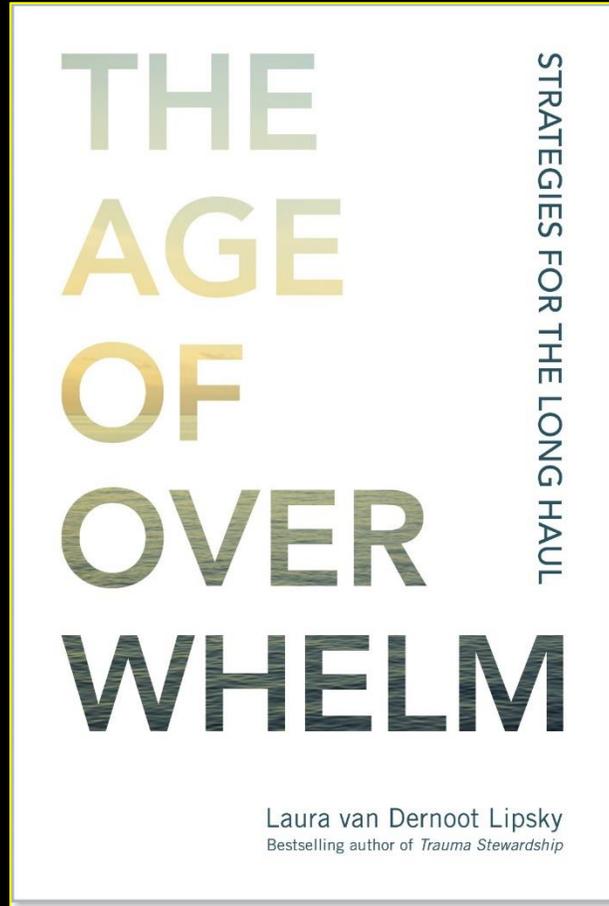
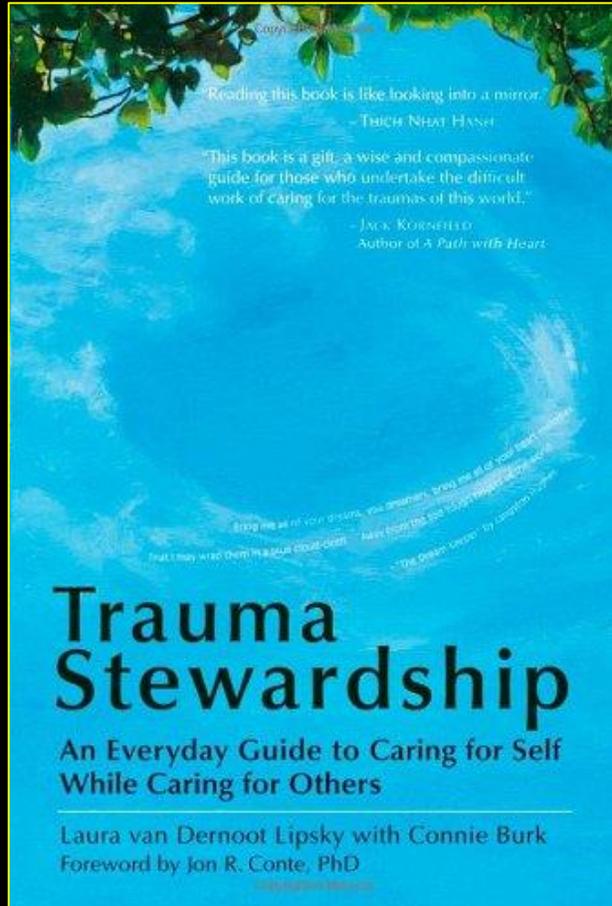
The diagram consists of three overlapping hexagons. A pink hexagon at the top left contains the text 'Mindfulness and Meditation'. A green hexagon at the bottom left contains the text 'Trauma Stewardship'. A blue hexagon in the center-right contains the text 'Boundaries'. The hexagons overlap in the center.

Trauma
Stewardship

Boundaries

Self-Care is a
priority and necessity
- not a luxury -
in the work that we do.

Trauma Stewardship



"...We are stewards not just of those who allow us into their lives but of our own capacity to be helpful."
— Trauma Stewardship

Boundaries

Help you stay focused on your responsibility to your patrons and team.

Gives you clear guidelines for the helpful and appropriate level of care/attention.

Maintain your own physical and emotional health and safety, including avoiding burn-out and “compassion fatigue.”

A
lack of
boundaries
invites
a lack of
respect.

An lota of Truth

Unhealthy Boundaries

Giving your home phone number to patrons and/or telling them to call anytime

Giving intimate information about yourself to patrons

Believing that only you can "save" this person(s)

Believing that the "system" doesn't understand, but only you do, therefore you must intervene.

Believing that colleagues don't understand when you discuss/defend your behavior with patrons

Lending patrons money

Physical abuse

Taking sides in an argument between patrons

Considering yourself "part of the family" with patrons

Experiencing stress induced illnesses when involved in interactions with patrons

How to set a Boundary

Clearly Identify

Understand the “Why”

Be straight forward

Don't apologize

Be calm

More restrictive - then loosen up

Address boundary violations

Don't make it personal

Rely on support system

Trust your gut

10 STEPS TO SETTING HEALTHY BOUNDARIES

1. Clearly identify your boundary.
2. Understand why you need the boundary.
3. Be straight forward.
4. Don't apologize or give long explanations.
5. Use a calm and polite tone.
6. Start with tighter boundaries (and then loosen up if appropriate).
7. Address boundary violations early.
8. Don't make it personal.
9. Use a support system.
10. Trust your intuition.

Exercise

Pair with someone you haven't talked to

Describe a patron incident that did not go well

Are there tools we have talked about that would have changed things?

What could happen the next time?

Report back

One lesson learned



Internal and External Relationships & Collaboration



Building Trust

Daily meet-ups

*Management
transparency*

*Timely
debriefing*

*“Change happens
at the speed of
trust.”*

Local work groups

What we've learned

Listen more than you talk

Determine your lane and stay in it

Transparency

Do actual work, not just talk

Who is on the committee? (Hint: don't hand-pick if)

Use your resources

Develop training together

West Safe Environment Team

The West Safe Environment Team exists to...

- *Promote a safe, secure, healthy, and welcoming library environment.*
- *Serve as a vehicle to discuss and respond to questions from colleagues about patron behavior.*
- *Engage in productive and meaningful dialogue.*
- *Cultivate consistent responses to patron behaviors.*
- *Support our colleagues, patrons, and community.*

System-level work groups

*Safe and
Secure
Libraries
Project
(2014)*

*Code of
Conduct
Work Group
(2012 and
2016)*

*Safe and
Welcoming
Spaces
Committee
(2018)*

Hiring for the new library environment

What to look for

Experience with underserved populations

Service work

Community partnerships and connections

What to ask

Self-care

Understanding of the community

Conflict resolution

Diversity/Equity/Inclusion

So you want to hire a Social Worker

Needs assessment -

What can a social worker do that is outside of the traditional library role?

Review of available resources for referrals

Not specific to a particular population

So you want to hire a Social Worker

Job Description

- 1. Identify library patrons who may benefit from social service support through outreach, direct observation, or referral by library staff.*
- 2. Evaluate patron's identified needs through an intake assessment. Needs may include but are not limited to the following services: housing, mental health, primary care, substance abuse, case management, etc.*
- 3. Provide current and relevant information, support, referrals, and assistance to patrons experiencing mental health issues, substance abuse, unstable housing, or exclusion issues.*
- 4. Provide short-term case management for library patrons who would benefit from it.*
- 5. Serve as a resource and model to local library staff to work effectively with patrons experiencing life challenges.*
- 6. Serve as a resource to local library staff regarding community resources for at-risk individuals and families.*
- 7. Connect and build collaborative relationships with community organizations.*
- 8. Provide consultation to library staff on a daily basis as needed in regards to issues relating to social service needs of patrons.*
- 9. Provide consultation and support to the library staff through de-briefing during and/or after an incident with patron(s) has occurred.*
- 10. Crisis assistance and intervention in the library as required.*

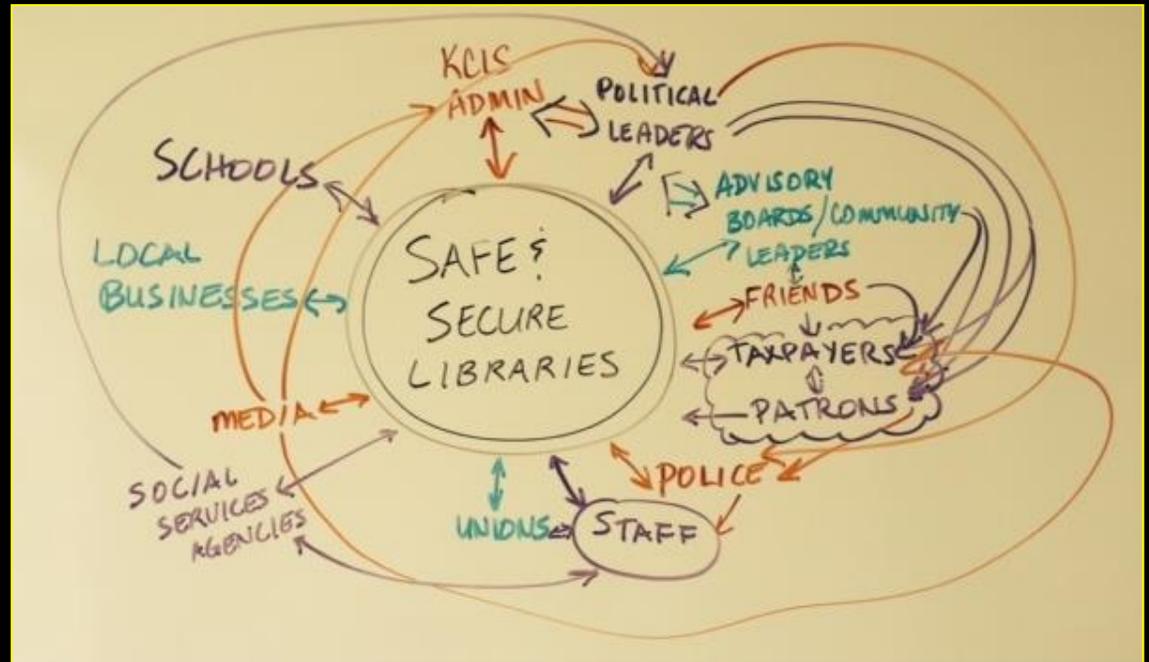
Community Partnerships

Who are the stakeholders in your community?

What is their relationship to the library?

What is their level of power?

What is their level of influence?



Stakeholder Analysis

Stakeholder Group	Issues	Win	Person	Affiliation	Role

Police Partnerships

Every police
agency is
different

Working with
multiple police
agencies

Mission clash

Know what
“trespass”
means in your
jurisdiction

Working with your police

Listen more than you talk.

Develop relationships with your deputies.

Follow the politics. Read the annual reports.

Attend community meetings.

Where do your missions clash? Find mutual interests.

Understand case law.

Know your Prosecutors and City Attorneys.

Library Security



Outcomes - now you have...

Explored how relationship-building makes it easier to help patrons use (and stay in) the library

Learned how to make the library a welcoming place for all

Looked at library rules in a new way

Learned to respond to incidents and disruptive behavior

Discovered ways to collaborate with your team

Practiced de-escalation

Maximized personal safety

Thank you for your kind attention!



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