

CLEVELAND PUBLIC LIBRARY
Minutes of the Board Work Session
January 27, 2016
Trustees Room Louis Stokes Wing
4:30 P.M.

Present: Ms. Butts, Mr. Seifullah, Mr. Corrigan,
Ms. Rodriguez, Mr. Hairston, Mr. Parker

Absent: Ms. Washington

Ms. Rodriguez called the meeting to order at 4:36 p.m.

Discussion: Construction Staging Options for Safe, Warm
and Dry

Joyce Dodrill, Chief Legal Officer, gave a brief background on the Safe, Warm and Dry initiative and stated that one of the critical decisions that the Board needed to consider is whether or not to keep the buildings open during construction at particular branches.

Ms. Dodrill distributed a document outlining pros and cons for keeping the buildings open and the alternative of closing the buildings.

Ms. Butts asked if the length of time to complete each building was different.

Eric Herman, Construction Project Manager, stated that the length of time for completion for each building would be different.

Ms. Dodrill began the discussion with the option of keeping the buildings open during construction and noted that 8 restrooms must be upgraded to ADA compliant restrooms. Some will have to be increased in size, walls need to be pushed out. These restrooms will not be accessible to library staff or patrons during this period. Therefore, temporary restrooms need to be brought in as well as security to monitor the restrooms.

Ms. Dordrill stated that temporary heating or cooling will also be required.

Eric Herman, Construction Project Manager, explained that for buildings where new boilers or new chillers are needed or circulation fans need to be replaced, the original system will be down.

In response to Ms. Dordrill's inquiring about how many buildings will require heating or cooling, Mr. Herman stated that 7 or 8 will require either heating or cooling.

Director Thomas asked that Ms. Dordrill and Mr. Herman identify the branches that are affected and give an overview of the work that needs to be complete.

Mr. Corrigan requested that the length of time it would take for the work to be completed and the possible time for branch closure be provided as well.

Mr. Herman stated that at this point an architect has not been hired to secure permits for drawings so we really don't know closure times per each branch. If an accelerated schedule is implemented for each building, the time of closure for buildings that require major work should be approximately two months or perhaps a little longer. However, with advanced planning, buildings can be complete in two months.

In response to Ms. Rodriguez' inquiry regarding the cost analysis, Mr. Herman confirmed that it was for the total of ten branches.

Ms. Rodriguez asked to review the ten branches.

Ms. Dordrill, stated that the branches were Addison, Collinwood, Glenville, Harvard Lee, Langston Hughes, Carnegie West, Fulton, Jefferson, Lorain and Rockport.

Mr. Parker asked if the goal was to have all of the construction for the ten branches completed by this year.

Ms. Dordrill stated that it would not be possible.

Mr. Herman stated that if all of the branches were closed at one time construction work could be completed

faster. However, if we don't close any of the buildings, it may not slow the work down but work at each site will take longer. Perhaps the Board would consider closing a branch on the east side and one the west side and work around to each building. However, that would extend the duration of the entire project.

Ms. Dodrill stated that the project could range up to two or three years for completion depending on how we approach the construction.

Mr. Parker asked if staff had a preference.

Mr. Herman stated that the most expedient method and his recommendation would be to close one building on each side of town. After that building is once again open for service, close the next building so that patrons are not left without service.

Mr. Parker asked if a plan would be developed to inform patrons of nearest surrounding branch locations to use while a particular branch is closed.

Mr. Herman stated that a plan would have to be developed. At the same time, branch staff while the branch is closed, would be temporarily relocated to another branch as well.

Mr. Hairston asked for clarification on removing scaffolding at the end of each shift.

Myron Scruggs, Director of Property Management, stated that this option would be implemented only if the branch would remain open for patron service.

Mr. Herman stated that the Library would incur this additional cost if the branch remained open each day.

Director Thomas stated that he recommends closing one library at a time. Closing all ten at one time would be devastating for patrons.

Director Thomas stated that when Lorain and Woodland branches were temporarily closed, patrons were informed of nearest branch locations.

Mr. Corrigan stated that unless the Library was prepared for the extra expenses involved in keeping branches open during construction, a process should be adopted to guarantee the least amount of closure at each branch.

Special

care should be considered for those branches that have the most to be done and that are they busiest.

Mr. Herman stated that the Westlake Reed Leskowsky report needs to be reviewed with the architectural/engineering firm hired by the Library as the report is now five years old. Some items that were within their life span five years ago may have been completed and some new issues may have developed.

Mr. Corrigan stated that the job should be completed in the most cost effective way and that has the least amount of closure time at any one branch. Closing branches serially seems to be the best approach.

Director Thomas stated that this decision will be communicated to the architect. A communications plan needs to be developed to share this positive story about this work being done to renovate our ten branches.

Mr. Seifullah asked if any branches only need heating or cooling.

Mr. Herman confirmed that all of the identified branches will need more than just heating or cooling.

Mr. Corrigan asked for clarification on the timing of the Library's next levy and if the construction project would be better than half complete at that time.

Ms. Dodrill stated if the Library should go out for a levy in the Fall of 2017 the work should be well underway.

Mr. Herman stated that he did not want to promise that until he had a chance to review the schedule.

Mr. Corrigan stated you cannot predict the wrong doing of others and that wrong doing during construction tends to get disproportionate publicity. Wrong doing in construction during levy time can jeopardize the levy.

Mr. Seifullah asked for clarification.

Mr. Corrigan stated that perhaps if corruption between architect and contractor or artificial MBE issues surface and the Library is on the ballot, we jeopardize not only the project but we put at risk larger issues and concerns about the Library. It is important to be certain if construction can be completed before the next levy.

Ms. Butts asked when the Library would go out for a levy.

Ms. Dodrill stated that the Library would consider the levy for 2017 or 2018 at the latest.

Ms. Butts asked what other branches besides Rockport had a roofing problem.

Mr. Herman stated that he would have to review the Westlake Reed Leskowsky report and bring a presentation to the Board.

Ms. Rodriguez asked if the Westlake Reed Leskowsky report would be forwarded to the Board.

Anastasia Diamond-Ortiz, Director of Strategy and Innovation, stated that the report is available and could be found on the CPL150 website.

Director Thomas stated that he understood the complications and issues that can occur during construction and recommended a careful review of the construction schedule, and moving projects that would take the longest time to the front of the schedule.

Ms. Rodriguez stated that construction could be seen in a positive light as the Library is making improvements to its branches.

Mr. Corrigan stated that when the Library should be asking for an increase it could lock us in to a tax increase renewal.

Mr. Herman suggested that perhaps the Board consider having a building completed one month prior to the levy without beginning another one. This will allow the Library the opportunity to tout what has been completed and announce upcoming work.

Mr. Hairston stated that as the construction schedule and sequence is being developed, that consideration be given to branches in neighborhoods that were most supportive of the last levy.

Mr. Corrigan stated that knowing that it is impossible for all of the construction to be complete before the next levy, it is important to be strategic about the construction schedule. It is difficult to convince voters that it is worthwhile to pay an upcharge to keep branches open while we are trying to fix them.

Mr. Corrigan moved motioned that the Board agree that as a policy until evidence is received otherwise, that we have decided that it is an excessive cost and this process should be done without trying to operate while doing the work. Mr. Parker seconded the motion, which passed unanimously by roll call vote.

Ms. Rodriguez stated that stopping work because of the levy may appear unfair to some. Since this is a continuous construction project, it must be fair to everyone by fixing all branches that need work.

Mr. Corrigan stated that another strategic aspect is that the Library will be issuing contracts and starting A&E around the same time that we will be starting work at Main. There will be a balance between the neighborhoods and branches.

Ms. Rodriguez stated that from year to year construction costs can increase. She inquired if the Library could save money by locking in contractors now, given that the construction may last over a three year time period.

Mr. Herman stated that over three years, negotiations would have to be made to adjust and accommodate prevailing wage increases.

Mr. Corrigan stated that it is an expectation of the Board that we maintain our MBE and EEO goals with this project as well as with A&E.

Ms. Dodrill asked for clarification regarding goals with A&E.

Mr. Corrigan stated that he was concerned with their performance and that they maintain a diverse workforce.

Discussion: Café' at South Brooklyn Branch

Director Thomas stated that in response to a contest conducted by Cleveland Neighborhood Progress, Old Brooklyn Community Development Corporation proposed to the Library a coffee shop at the South Brooklyn Branch.

The proposal included that space would be provided at South Brooklyn Branch and someone from the community would be hired to operate the coffee shop. The Library agreed to consider the program. The organization won the \$35,000 grant award for contest. Neighborhood Progress was attracted to the opportunity as the Library would serve as a location where community members could run a business.

Ms. Rodriguez asked where the grant funds from Cleveland Neighborhood Progress, Inc. would be slated.

Director Thomas stated that the funds would be used for the process of getting the employee ready to run the business as well as contribute to the design costs.

Mr. Seifullah asked if that person would be paying rent for the space at the branch.

Director Thomas stated that those details have yet to be worked out.

Mr. Seifullah stated that he would expect that the person would either be paying rent or the Library would be paying the salary and the Library would keep the profits.

Mr. Corrigan stated that a semi premium coffee business is competitive despite market decline. The Library should make the decision about a reasonable rent for landlord control.

Mr. Corrigan stated that he has seen shopping cart stands not work in other businesses.

Mr. Corrigan stated that the coffee shop in the Guangzhou Library, People's Republic of China, was successful because although the service area was not large it was very convenient to the library and the neighborhood.

Ms. Rodriguez asked for clarification on the ideas presented for the coffee shop.

Ms. Dodrill explained that ideas ranged from a basic cart costing approximately \$19,000 to a full service café costing approximately \$230,000. The Library re-explored the idea of a cart. In order to have a food service of any size inside the library building, a sink must be available. Other issues included library and cart access concerns, security and restroom availability.

Ms. Rodriguez stated that this will set precedence as other branches will want a coffee shop as well.

Eric Herman, Construction Project Manager, stated that he recommended that the design of the coffee shop would be flexible so that if it fails the redeveloped space would be useful to the Library.

Mr. Herman gave a detailed overview of the proposed redeveloped space. The overview included but was not limited to: location of the space, separation walls, entrance doors, access during library hours of operation, access while library is closed, sink and sewer lines location options and costs, lack of restroom access.

Director Thomas introduced Luigi Russo, Manager, South Brooklyn Branch, who was available to answer any questions the Board may have had.

In response to Mr. Corrigan's inquiry, Mr. Russo stated that he was excited about the possibility of a coffee shop in the South Brooklyn Branch.

Ms. Butts asked if patrons would be able to bring their coffee into other parts of the library.

Mr. Russo explained that originally, the library had a designated area for where patrons could enjoy their beverages. After doing research, Mr. Russo discovered that as long as patrons were informed to have lids on their beverages, there is less spillage in the branch.

Mr. Corrigan stated that if beverages were prohibited it would have an opposite effect.

Mr. Herman reviewed the three following construction options, costs and pros and cons:

	<u>Estimated Cost</u>	<u>Total with Sink</u>
1. Sink next to staff sink (in staff Office, requires key)	\$3,500	\$41,297
2. Sink on staff sink wall (public center of library)	\$6,000	\$43,797
3. Build out next to restrooms (with walls)	\$20,000	\$57,797

After followed a detailed and lengthy discussion that included but was not limited to sewer line locations, benches and tables, providing access to the vendor, uncertainty of the success of the coffee shop, public visibility and signage, and survey conducted by Old Brooklyn Community Development Corporation expressing the desire for a coffee shop in the neighborhood.

Mr. Hairston asked who would be responsible for signage.

Mr. Corrigan stated that the Library would have the responsibility to meet the City Code on the signage. Temporary signage could be arranged so that a grand opening could be announced. The visibility and success over time would be because of the reputation of the manager and staff as well as word of mouth.

Mr. Corrigan stated that although the Library has the opportunity to become an incubator fulfilling a neighborhood need, we must do it in a way that limits risks and preserves our ability to reconvert the space if the coffee shop is unsuccessful.

Mr. Herman stated that if the coffee shop is unsuccessful, the walls could be retained, coffee equipment removed, eliminate cupboards and the space converted into a small meeting room. As a result, the construction space would not be wasted.

Mr. Corrigan asked if the neighborhood was convinced that a space this small would be appropriate for a coffee shop that they desired.

Mr. Herman stated that after discussions with the Community Development Corporation, they indicated that this project was one that they wanted to proceed with.

Ms. Butts asked for clarification on which option did not have to removing flooring.

Mr. Herman stated that option 1 removes one counter. Option 2 removes some existing book stacks on a wall that backs up against the wall where the sink is providing access to piping. Option 3 is the best location that provides access to a wet wall where the restrooms are and would require the build out of a closet providing additional storage space.

Ms. Butts stated that with option 3, the location was not convenient to patrons especially when the branch is closed.

Myron Scruggs, Director of Property Management, stated that if the coffee shop was stand alone, option 1 would be recommended because of the location to the work room and doors to the circulation desk could be locked with restricting access to the rest of the building. With option 2, the vendor would have access to the entire building.

Ms. Rodriguez expressed a preference for option 1.

Mr. Corrigan asked for a description of outdoor space at the entrance.

Detailed discussion continued about the location, sidewalks, parking lot, picnic benches and seating, water and sewer accessibility, converting space into an outside reading garden.

Mr. Corrigan stated that option 1 presented the lowest cost with the most security. The coffee shop would be providing a convenience for library patrons and neighborhood residents rather than being a competitor. This option utilizes a small space and a low standard that may be the most likely to be replicated in three or four other branches over time.

Mr. Hairston asked if option 1 would be a selection that staff would accept.

Mr. Russo stated that he has had discussions with staff and based on his personality and management style, either option selected would be supported staff.

Mr. Parker asked if there would be other items available in addition to coffee.

Mr. Herman stated that because of space limitations, there will be no cooking. However, coffee and coffee drinks, water and juices as well as prepackaged and self-contained food items such as muffins and pastries could be available.

Mr. Corrigan asked if the branch had the electrical capability for a cooler to chill items.

Mr. Herman stated that there will be a small under counter refrigerator available.

Mr. Seifullah asked if a microwave would be available for prepackaged sandwiches.

Mr. Herman stated that after doing the design coding would be reviewed to make the determination for a microwave.

Mr. Corrigan stated that if you cook a food license would be required.

Robin Wood, Assistant Director of Public Services, Main Library, stated that staff comfort was important while having an outside vendor and the vendor's staff in library staff having access to work areas especially after hours. It is important to consider that the work area contains library equipment and materials as well as the safe.

Mr. Parker asked how late the coffee shop would be open to the public.

Ms. Dodrill stated that it would be up to the Library to set that policy for hours of operation.

Ms. Butts asked for clarification on the necessity of a sink.

Mr. Herman stated that at least a two compartment sink is required for the coffee shop since the coffee pot is considered equipment that one cooks in.

Ms. Rodriguez stated that she was not comfortable with restrooms being unavailable when the branch is closed and the coffee shop is open to the public. If it is determined that the coffee shop is successful, it would be essential to consider access to the restrooms.

Mr. Herman stated that at the point of expansion, we must provide access to the restrooms.

Director Thomas stated that if there is expansion we could reconsider another proposed option and the reconfigured space would be repurposed as meeting room space.

Ms. Rodriguez stated that it appeared that the Board agrees to a coffee shop at South Brooklyn Branch.

Ms. Dodrill stated that a resolution could be presented to the Board for consideration.

Ms. Rodriguez stated that this is likely to set precedence and other patrons may request coffee shops in their respective branch libraries.

Mr. Scruggs stated that this project was initiated and supported by the Old Brooklyn Community Development Corporation.

Mr. Hairston stated that it would be perceived by the public that the coffee shop was the Library's initiative.

Mr. Corrigan stated that for this project, the Library's investment matches the grant. Therefore, if another entity makes a proposal to the Library with a matching grant request, the Library could consider the possibility of a coffee shop in another branch.

Ms. Rodriguez asked for clarification on the next steps.

Ms. Dodrill stated that the Community Development Corporation is in the process of doing a competition for an entrepreneur to manage the coffee shop. The

selection deadline is at the end of January. It is recommended that the Library await the selection.

Director Thomas stated that it is important that the vendor selected is one that the Library is comfortable with from a security standpoint.

Ms. Rodriguez asked what would be the effect on Library insurance.

Ms. Dodrill stated that insurance would have to be researched.

Mr. Seifullah asked when the Library is required to decide compensation whether it be the vendor paying rent or paying a salary or the Library gets any profits.

Director Thomas stated that the discussion of compensation cannot begin until an entrepreneur is selected. If one is not selected, the Library can select an entrepreneur.

Director Thomas stated that coffee shops in libraries typically fail unless it is viewed as a convenience for library patrons and visitors. Although the Library does not need to make money from this project, it is important that the Library not lose money. This opportunity is not necessarily one for the entrepreneur to make money but to learn how to run a business. If they successfully learn to run the business, they will use the experience provided by the Library to start their own business.

Mr. Corrigan stated that he appreciated that the Library is matching the grant and has the ability to control the outcome if the coffee shop should fail. The Library should be thinking of the return on investment.

Ms. Dodrill thanked the Board for direction on the coffee shop at South Brooklyn Branch.

Mr. Russo distributed the information on the entrepreneur competition.

Ms. Rodriguez asked for an update regarding the Martin Luther, King, Jr. Branch.

Ms. Dodrill stated that the Library contracted with Robert P. Madison International, Inc. to provide a conceptual design and "fit plan" of the new library building including cost estimates. In addition, the Library received the Development Agreement from the developers.

In response to Mr. Seifullah's inquiry, Ms. Dodrill stated that City Council approved the legislation for the plans last night.

Director Thomas stated that he received a phone call from Councilman Zach Reed who expressed concerned that the Library was building a new branch and his request for a new branch had not received that consideration. Director Thomas explained that the branch is a part of the University Circle development plan at no expense to the Library.

Director Thomas stated that he had conversations with Councilman Mike Polensek and Councilman Jeff Johnson regarding a recent security incident at Collinwood branch where a fight erupted. The patron called the police. Unfortunately, the branch has no operable security cameras to capture the incident.

Mr. Scruggs gave an update on the security camera installation. Updates will be provided at each Board Meeting until the installation has been completed.

Mr. Corrigan stated that the venue negotiations for the RNC has begun and the Library should expect to be contacted.

Ms. Dodrill stated that she already received an email regarding the venue negotiation process and will update the Board on future developments.

Ms. Rodriguez adjourned Board Work Session at 5:53 p.m.

Maritza Rodriguez
President

Thomas D. Corrigan
Secretary