

CLEVELAND PUBLIC LIBRARY
Minutes of the Board Work Session
April 5, 2018
Trustees Room Louis Stokes Wing
12:00 Noon

Present: Ms. Butts, Mr. Seifullah, Ms. Rodriguez
(departed, 1:45 p.m.), Mr. Hairston (departed,
1:45 p.m.), Ms. Washington (departed, 1:45
p.m.)

Absent: Mr. Corrigan, Mr. Parker

Ms. Rodriguez called the Board Work Session to order at
12:10 p.m.

Mr. Hairston introduced Captain Barrington Irving to the
Board and stated that Captain Irving became the youngest
pilot and first person of African descent ever to fly
solo around the world.

Mr. Hairston stated that he has spoken with Captain
Irving about possible programming with the Library as
well as Cleveland and Akron around the STEM initiative.

Mr. Hairston announced that Captain Irving is scheduled
to be the keynote speaker at the Black Male Summit at
the University of Akron tomorrow which will highlight
leadership and inspiration from leading national experts
in African American Male educational achievement.

Captain Irving expressed his appreciation for the
opportunity to address the Board and shared special
sentiments for the mentoring relationship he has valued
with Mr. Hairston over the years.

Captain Irving stated that he is involved with current
plans to (1) build a plane with students in Akron and
fly that plane to Cleveland; and (2) have Cleveland
students build a race car and with permission, to race
it against a jet at the airport. These would be hands on
STEM activity for the students. Captain Irving explained
that problems many students are encountering are with
access to hardware, technology and content.

Director Thomas played a video entitled Beyond 2016 I
Captain Barrington Irving, "Touching the Sky with STEM".

The video gave additional information about Captain Irving that included but was not limited to: his background; interest and career in aviation; challenges as an inner city youth; the importance of mentorship; efforts, challenges and experiences to fly around the world; passion and experience educating children in math and science; and the importance motivating students by identifying the purpose behind math and science.

Captain Irving stressed the importance of resources and explained that the car and plane building in Ohio will be incorporated with the flying classroom activities.

In response to Ms. Butts' inquiry, Captain Irving stated that he has worked with school districts in California, Florida, Texas, Georgia as well as Detroit.

The discussion continued about content that included but was not limited to: access to content; building content in a way that one does not have to be an expert to teach it; challenges in developing content; teacher expeditions; and the quality of content.

Captain Irving remained to answer additional questions the Board may have had.

After Director Thomas thanked Captain Irving for his presentation to the Board, he invited the Board to joined Captain Irving for a photo op.

Mr. Hairston thanked Director Thomas and the Board for providing time on the agenda to introduce Captain Irving.

The Evolution of a Library

Director Thomas stated that there is an opportunity to rethink and recreate the future of the Cleveland Public Library. The 150th Anniversary of the Library is the perfect time to rethink what libraries of the future will be and ultimately what the Cleveland Public Library of the future will be.

Director Thomas stated that while we did pass the levy last year, we are currently using a 1990's model for libraries. We are trying to create a 2020 model that

will provide the efficiencies needed to cause the Library to become sustainable for the long term.

Finances

Carrie Krenicky, Chief Financial Officer, gave a current financial overview and reviewed the General Fund Amended Certificate of Resources and noted that we are currently certified with our Property Tax and Rollbacks at about \$27,000,000; PLF is certified at \$21.5 million; the Certified Operating Revenue is \$50,639,061.07. Property Tax and Rollbacks make up 54% and PLF make up 43% of our Certified Revenue.

Ms. Krenicky reviewed the General Fund Second Amendment to the Year 2018 Appropriation and noted the following: our current Appropriation is at \$56.36 million; our Certified Revenue should equal Total Appropriations to have a balanced budget; our Operating Appropriations are exceeding the Certified Revenue by \$5.72 million; the deficit will be taken from the unencumbered balance.

Ms. Krenicky stated that Salary/Benefits make up 72% of Operating Revenue; Library Materials make up 13% of Operating Revenue; and Other is about 26% of Operating Revenue.

Director Thomas stated that 72% is if we expend 100% of our appropriation, which almost never happens.

Ms. Krenicky stated that this is based on our Certified Revenue but may receive more.

Ms. Krenicky review the following Revenue Assumptions for 2018-2015:

Public Library Fund (PLF)

- CPL to continue to receive same % (41.1843%) per Agreement with 9 Libraries (contract expired 12/31/17; new 4-year agreement 1/01/18-12/31/21)
- Percentage of Revenue-based Funding remains at 1.68% of the General Revenue Fund tax sources as set temporarily with HB 49 for the FY 2018-2019 biennium
- 2018-2023 - As certified by ODT 12/19/17 with 0% growth in General Revenue Fund taxes per year

•Property Tax

Based on TY17/CY18 certification; Total Tax Revenue \$30,738,811 at total collection rate 88.86% = \$27,314,507.45
 + estimated delinquent collections of \$1.7m
 + passage of a 2.0 mill additional continuing levy generating approximately \$8.1m annually beginning in 2019

•Fines/Fees, Interest, Donations and Misc

Possible decrease in Fines and Fees beginning in 2019; flat/no growth in others

Salaries/Benefits

-Appropriation for 2018 is projecting from current salary and benefits as of 10/16/2017; 2% annual salary increase; current wellness point structure; 0% increase in medical premiums with current enrollment; 0% increase in dental, vision, life.
 -For 2019-2023 - 2.5% annual salary increase; current wellness point structure; 5% increase in medical premiums with current enrollment; 0% increase in dental, vision, life. (This reflects a general increase of 2.6% over 2018's projection)

•Supplies, Purchased/Contracted Services, Library Materials and Capital & Other

Appropriations for 2018 is projecting from current requests in annual budget process Increase 0% per annum

•Transfers Out

-In January, 2018, the Board approved \$2,000,000 transfer to fund 2018 building repairs

Beginning after Calendar Year 2019 with the passage of the 2.0 mill additional continuing levy, we will need to account for Building Maintenance, Capital Improvements/Projects funding in the Building & Repair fund along with Debt Service Payments

-Annual Cash Capital (\$1.5m estimated to fund on-going capital maintenance)
 -Master Plan / Short Term Capital needs (\$4.6m estimated annual debt service)
ie- a \$4.6m debt service payment would allow borrowing \$72m @ 4% over 25 years.

This leaves \$2m to go towards operating expenditures.

Ms. Krenicky stated that the addition \$8.1 million in revenue will consist of the \$1.5 million transfer out for ongoing capital needs; \$4.6 million to pay for Debt Service for borrowing; and \$2 million will stay in the General Fund.

Ms. Krenicky reviewed the Revenue & Expenditures finally noting that we should be left with an Unencumbered Balance of \$13,120,550 at the end of the year. According to best practices, we should be maintaining about 3 months of Operating Expenditures in our Unreserved Balance, which is about \$14 million. As we end this year with the projections we currently have, we should have about a \$13 million Unencumbered Balance in the General Fund. This is based on our Projected Operating Revenue at \$52.3 million but the Certified Revenue is \$50.6 million.

Ms. Krenicky stated that as we look towards the next 5 years and assume that we will use the levy monies to generate cash for our Capital needs and Master Plan, we will have a negative cash position in 2023.

Ms. Krenicky showed a chart that included Projections and Unencumbered Balances for the next 5 years and stated that as each year goes forward, at the end of 2023, we will have a negative \$6,925,853 Unencumbered Balance considering all of the assumptions previously mentioned.

Ms. Rodriguez asked for an explanation of the effect that this continual decrease could have on the Library.

Ms. Krenicky stated that that is what we will need to control. Either we must cut our expenditures so that we can maintain our Unencumbered Balance of at least a minimum of two months of Operating Expenditures in our Unreserved Balance.

Ms. Krenicky stated that if we did not use the new levy funds for the Master Plan or short term capital needs and we just used it for Operating expenditures and let it all come into the General Fund; under the same

assumptions that were mentioned, our expenditures would be exceeding our revenues in 2022. That would be based on an annual salary/benefits increase of 2.5%, based on

our current staff complement, every year including a 5% increase on health insurance. Our revenues could increase but not that much because we cannot exceed where we were originally certified. The only leverage we may have is with the increase of the 2 mil with the reappraisal this year of collecting additional revenue.

Director Thomas stated that there is a possibility that our collection rate would increase and could make millions of dollars with the difference; and PLF could go back up making the difference.

Ms. Krenicky stated that there are many variables to consider with these kind of assumptions that have been used as we look into the future and talk about our Master Plans.

Ms. Washington ask for the context of this presentation.

In response, Director Thomas, stated that this presentation will provide a basis of information that will be useful for the Board to consider future recommendations and give staff direction. Because the community voted for the levy, it is our responsibility to produce a Master Plan to repair our buildings. This presentation allows the Board to be a part of the strategic plan from the beginning of the process. Some decisions will need to be made relative to our service model. With the model we currently have, Union negotiations that have resulted in increases in salaries and benefits will outpace all revenues that we bring in including the levy.

Mr. Hairston asked for an update on our negotiations with the Union.

Director Thomas stated that our contract with the Union expires December 31, 2019. Next year, we will be back at the table with the Union to begin to work through the next contract.

Ms. Krenicky stated that because these our assumptions, we may not have a Debt Service Payment at that time. If we do, it may be smaller or we may choose to do it in smaller segments. However, this indicates that we do need to watch our Unencumbered Balance in the General Fund.

Ms. Krenicky gave an overview of the Building & Repair Fund Unencumbered Balance and noted that this is where the \$2 million transfer out of the General Fund. As we closed the year last year, the Building & Repair Fund had a \$5.5 million unencumbered balance.

After Ms. Krenicky reviewed approved projects and budgets, she stated that the estimated fund balance at the end of this year will be \$430,801.87. It is necessary that at the end of every year, we transfer the \$1.5 million into this fund so that we can maintain our buildings.

In conclusion, Ms. Krenicky stated that we have a healthy General Fund unencumbered balance, but we are appropriating over certified revenues. As custodians of the public's trust, the people committed to us on November 7th and in response to this commitment we will ensure that our libraries enrich our neighborhoods as we develop our B.O.L.D. plan.

We should maintain 2 to 3 months of General Fund operating revenues or expenditures as a level of cash reserves in the General Fund*. For us, with 2018's appropriation, that is about \$14m.

Administration along with the Board will consider developing a fund balance policy for our General fund unencumbered balance, where we specify purposes for various portions, to assist with facing present and future challenges and maintaining fiscal stability and accountability, while we fulfill our commitment to our patrons.

Director Thomas stated that a recommendation of the recent State Auditor's Performance Audit was that the Library consider incorporating the automated CMMS System that would help improve performance, reduce costs and make informed decisions. Although it may require money up front to move to those systems, over a period of time, the Library could realize great savings as well as increase efficiencies.

In response to Ms. Butts' inquiry, Tena Wilson, Deputy Director, stated that the cost of a CMMS system could be around \$50,000. There are many ways to gain that money back through efficiencies.

Director Thomas stated that there are many types of these systems that could work together to benefit the Library.

Mr. Hairston asked if the recommendations made in the Performance Audit meeting were mandatory.

Director Thomas stated that although recommendations are not mandatory, it may be worthwhile to consider them and implement them as necessary. This shows that we are committed and will take action on some of their recommendations.

Master Planning

Joyce Dodrill, Chief Legal Officer, stated that the Library promised voters that if they supported the levy, we would touch every branch. To do that, that Library needs a long term planning document that provides a conceptual layout of CPL's buildings to address the future needs of the Library, and adjust to changes in patron use, technology, changing demographics and population, and emerging patterns and needs.

Ms. Dodrill stated that CPL's Master Plan will focus on the capital needs of the Library over the next 10 years, and plan for the renovation, relocation or replacement of each of CPL's buildings (excluding the South and MLK, Jr. branches), as well as the renovation or reconfiguration of building interiors to incorporate projected programming and use requirements. The Master Plan will also include an estimate of projected capital costs which will be paid for with bond proceeds. The goal is to complete the Master Plan by February, 2019, as a part of the Library's 150th Anniversary Celebration.

Ms. Dodrill stated that we are preparing to start the design firm selection process. The Library will engage an experienced architectural design firm with master planning experience to work with CPL's staff and Board to create the Master Plan. This will be a collaborative process.

Ms. Dodrill gave an overview of process and stated that State law requires that the selection of a design firm be initiated by announcing Request for Qualifications ("RFQ"), reviewing Statements of Qualifications received, ranking the top three design firms, and

negotiating a fee and contract with the top-ranked design firm.

Ms. Dodrill gave the following overview of the schedule: the RFQ has been drafted, and will be advertised in the beginning of April, Statements of Qualifications will be reviewed and ranked, interviews will be conducted, the top three will be ranked, and a recommendation for the most qualified will be presented to the Board at the May Board meeting.

Ms. Dodrill stated that the approach of the Master Plan is to evaluate buildings in 3 categories:

1st - COMMUNITY VISION PLAN BUILDINGS

- Group 1: Fleet, South, Sterling, Woodland
- Group 2: Brooklyn, East 131st Street, Mt. Pleasant, South Brooklyn
- Group 3: Eastman, Hough, Union, Walz, West Park

In the Community Vision Plan, recommendations have been made by the CUDC and the Master Plan will consider those recommendations concerning buildings, grounds, and services for each of the buildings.

Timothy Diamond, Chief Knowledge Officer, made copies of the Community Vision Plan available to the Board and also indicated that the Community Vision Plan could be found on the Library's website.

2nd - SAFE, WARM & DRY BUILDINGS

Ms. Dodrill stated that the following ten buildings are in this category: Lorain, Glenville, Jefferson, Harvard Lee, Carnegie West, Addison, Fulton, Langston Hughes, Rockport, and Collinwood. Although we are not renovating these buildings, we are improving systems according to the Westlake Reed Leskosky assessment of 2011 and making them more functional. We need to have the Master Plan to look at these buildings for programming use, space use, and building upgrades.

3RD - ALL OTHER BUILDINGS

Ms. Dodrill stated that this group of buildings include:

Lake Shore Facility - The Master Plan will look at space usages to determine if the following remain at Lake Shore Facility or need to be relocated:

- Enrichment Center for Staff Training
- Community Gathering Spaces; Auditorium
- Archived Collections / Storage

Memorial Storage Building - This building is not a part of the Master Plan.

Director Thomas stated that most of the items that were stored there have been removed. The windows that were recently blown out by the wind are being replaced. Someone has approached the Library about selling this building.

The Master Plan will also look at:

- Memorial Nottingham Branch
- Rice Branch
- Garden Valley (leased)
- Main Library

Ms. Dodrill gave the following overview of the Master Planning Process:

- Review existing studies--Westlake Reed assessment, asbestos surveys, Safe, Warm & Dry plans, Cleveland Urban Design Collaborative Community Vision reports.
- Design and implement process for soliciting community input for Safe, Warm & Dry branches and other buildings.
- Determine and prioritize future capital improvements for the next 10 years. Provide preliminary conceptual plans.
- Estimate (high level) cost of implementing capital improvements to support bond issuance.
- Present Master Plan to the Board in January of 2019 and announce it to the public in February 2019 at CPL 150 celebration.

In conclusion, Ms. Dodrill showed a slide Johnson County Library's Master Plan and indicated that Cleveland Public Library's Master Plan may be similar. The color coded diagram map designated facilities as:

- (1) modernize - renovate or replace at current size
- (2) build capacity - relocate and expand (new site required)
- (3) build capacity - new branch
- (4) new Operations center

Ms. Butts asked for clarification of issuing bonds in addition to the levy.

Ms. Dodrill explained that there is an opportunity for the Library to issue PLF notes which are really bonds. We do not have to go back out to the public to get a vote of approval for that. We use our PLF allocation as security for the Debt Service up to a certain amount of money which is 30% of the average prior 2 years. Because we have new money coming in to our Operating Fund from the levy, we will be able to take money from our PLF and use it to pay for Debt Service and instead of operating expenses.

Ms. Krenicky stated that this was also reflected in her slide that the estimated \$4.6 million would be used for the annual Debt Service to payback PLF notes that we would borrow against.

Ms. Dodrill stated that this is freeing up money from our PLF funds to pledge towards the Debt Service. We need to know what we will spend the money on before we issue the bonds. The Master Plan will let us know what we need to do with the money and how much it will cost. You are required to spend 85% of the bond proceeds within 3 years.

Ms. Dodrill stated that we are working with Stifel Financial Advisors as we may have to issue a series of bonds over 10 years to pay for capital improvements as we do them. Some projects may be short term so that they are paid off more quickly to free up more money to pay for Debt Service for other bonds. Although this is currently in a conceptual stage, we need to have a Master Plan to figure out how much we need to issue.

In response to Mr. Seifullah's inquiry, Ms. Dodrill confirmed that a Master Plan would indicate areas where

the Library may wish to consider the consolidation of branches. As the Community Vision Plan indicated, there is a recommendation to combine East 131st Street and Mt. Pleasant branches and build one new branch.

After some discussion about dyads and utilizing some branch managers to manage 2 branches, Director Thomas stated that the Master Planner will consider community and neighborhood growth and how the plan can help the Library respond to those anticipated needs.

Director Thomas stated that the Master Plan will help us determine our service model; provide time to communicate with Library patrons and communities; and help determine how to borrow money over a period of time.

Library Foundation/Advocacy

Shenise Johnson Thomas, Director of Community & Government Relations, gave an overview of the Library Foundation, and discussed where the Foundation is today; where we would like the Foundation to be tomorrow; and next steps for the Foundation.

Ms. Johnson Thomas stated that she observed Cuyahoga Community College's revenue pie chart and noticed that 19% of their aggregate revenue was from grants and contracts. While the Foundation will do good work, that organization is a very good fundraiser; yet, it only accounts for 19% of their aggregate revenue streams coming in and that is integrating contract work as well.

Ms. Butts stated that the Library just received two grants out of the six we applied for but those went towards programming.

In response to Ms. Butts' inquiry, Director Thomas confirmed that Bob Pincus is Foundation member emeritus and has voting privileges.

Ms. Johnson Thomas stated that currently, the crux of the Foundation's fundraising efforts consist of raising money with book sales, annual appeals, grant opportunities and some special events.

Ms. Johnson Thomas gave an overview of the Foundation's current organizational structure highlighting that both the Library and Foundation do some solicitations to the

Cleveland community. Unfortunately, both are going after the same target. While we have gotten good at it, there is an opportunity to become better.

Ms. Johnson Thomas stated that the following are disadvantages to a structure such as this:

- High staff expenses
- Independent messages
- Duplication

Ms. Johnson Thomas stated that the Foundation of "tomorrow" we are looking to develop and enhance:

- Strategies and implementation for...
 - Corporate Giving
 - Major Gifts
 - Planned Giving
- Annual Appeal
- Strategic Special Events
- Earned Income (Book sales, etc.)

To provide background, Director Thomas stated that at the beginning of March, the Foundation decided that the contract with former Foundation Director Gretchen Faro would not be renewed.

Ms. Butts asked if a meeting was held to make that decision.

Director Thomas stated that the Foundation Board held an Executive Session in which there was some clarity to the decision that Ms. Faro's contract would not be renewed.

Director Thomas stated that although he did not know if anything was done formally as there seemed to be some confusion with how this was handled; there was clarity about the decision not to renew the contract that ended at the end of March. However, there may be some members who are uncomfortable with publicly acknowledging that they had prior knowledge of the decision.

Ms. Butts ask if the Director believed that all 11 board members were informed about that decision.

In response, Director Thomas stated that he believed that probably all members did not know as they were not in that meeting. However, there was a general consensus that they needed to move in a different way. The Foundation is struggling. About 4 years ago, they had a corpus of \$1 million which is now down to \$500,000. Last year they lost about \$200,000. The Foundation was put into a situation where they needed to examine a different way to move forward.

Director Thomas stated that he spoke to the Foundation about the possibility of having Ms. Faro join the Library as Development Director while also serving as the Foundation's liaison. This idea was declined as the Foundation desired total separation from its former executive director.

Director Thomas stated that we are moving forward with that same model but with Ms. Johnson Thomas who would work on the Library's behalf and serve in a role with the Foundation along with Tracy Martin. Their salaries will be supplemented through the Foundation. Therefore, Ms. Johnson Thomas is providing this presentation to the Board of Trustees.

Ms. Johnson Thomas stated that both entities were looking to come together. If this were the situation that we initially went into, Ms. Faro would have provided this presentation. Although the Library has no jurisdiction in the Foundation's decision about Ms. Faro's performance, the model was already in play.

Ms. Johnson Thomas continued her presentation and gave an overview of the new organizational structure. Development would be synonymous with fundraising. Fundraising would be moved under the organization of the Library. There will be an Office of External Relations and Development. There will be an Office of Community and Government Relations. The office of External Relations and Development will be responsible for Community and Government Relations and Fundraising.

This entity will be liaised to the Foundation. Staff who support these roles will report to the Library.

Ms. Johnson Thomas stated that the advantages of this new organizational structure will be:

- Cost Savings
- Marketing Economies
- Efficiency
- Increased resources

Ms. Johnson Thomas further explained that this will result be a unified message; we will not be duplicating efforts; and staff expenses will be decreased because we will not be paying for a full-time executive director. That cost has been decreased because it is only a supplement and is about 25% of our salaries. In addition, because we will be under one roof, we can leverage the resources afforded to the Library and we are looking help create with efficiencies and resources.

Ms. Butts stated that she understood by our legal advisor that the Library had to be separate from the Foundation.

Director Thomas explained that Ms. Dodrill has examined other entities with such relationships as well as the laws around this. Cuyahoga Community College and Cuyahoga County Public Library have similar relationships with their respective foundations.

Ms. Dodrill stated that they will remain separate organizations. The Foundation will account for its own receipts and expenditures. They will be essentially sharing employees. The Foundation will be contributing a portion of those salaries. The Library will be the employer. We are awaiting an opinion from OPERS to find out how that works. We will be two separate entities sharing two employees.

Ms. Johnson Thomas gave an overview of the following next steps:

- CPL Foundation Board efforts
- CPL and CPL Foundation agreement reviewed and revised
- New organizational structure instituted

Ms. Johnson Thomas stated that in the midst of this, we must raise money for our 150th Anniversary Celebration. Work has begun on CPL150 and details will be shared at a later presentation.

Ms. Johnson Thomas stated that there is an interconnectedness between development and advocacy. Advocacy has an objective to build awareness and motivate people to do something. Sometimes that action may be fundraising, writing letters of support, or just being an advocate. Having these two departments under one umbrella makes sense from that vantage point.

General advocacy is awareness building. When you are looking for a specific action out of advocacy efforts, you are hoping that money is being raised. From existing donors, we are seeking increased donations. From new donors, we are looking for a donation.

Ms. Johnson Thomas stated that advocacy, under the political umbrella, we are looking to encourage them to support something such as to vote "yes". Specifically, the interconnectedness between development and advocacy rests here. We are hoping to having these two functional departments under one umbrella will buttress our fundraising efforts.

Ms. Johnson Thomas gave an overview of the following efforts to date:

- Passage of Issue 60
- Metropolitan Libraries of Ohio (MLO) advocacy D.C. visit
- Review and re-assessment of CPL Board's advocacy task force
- CPL suggested advocacy priorities
- Contributions to the Library Services and Technology Act (LSTA) appropriation for FY18 budget with an additional \$9 million in appropriations
- Preliminary advocacy outreach plan to support advocacy priorities

Ms. Johnson Thomas stated that we recently hosted Richard Cordray at the Library and we would like to host Mike DeWine and Jon Husted here for a formal visit as

well. For legislators to see us in action gives them a new vantage point of the work we do. It is important that whomever is elected understand that from a community impact standpoint.

Ms. Johnson Thomas stated that the Metropolitan Libraries of Ohio recently had a visit to Washington, DC

and had the opportunity to meet with federal legislators to discuss the FCC rate, IMLS funding and net neutrality. IMLS has been funded until September of this year with \$9 million more in appropriation than it has in the past. There is still work to do as this must be worked out for the FY2019 budget as well. The net neutrality visit went well and we are hoping for positive change on the federal government level.

Ms. Johnson Thomas highlighted the following next steps for Library advocacy:

- Review and provide feedback on the advocacy outreach plan
- Begin executing education outreach efforts in preparation... for the next operating budget cycle for the state

Ms. Johnson Thomas stated that PLF funding must be sustained. Because funding is not infinite, we must have a concerted effort to be in the forefront of these legislators to let them know the impact of what we are doing in that space.

In conclusion, Ms. Johnson Thomas stated that the Director has a myriad of relationships in the community. There is an aggregate list of influencers that we would like to get in front of. After the Director reviews the list, the Board will have the opportunity to review the list and identify those individuals with whom they can help open doors.

Director Thomas announced that the Library will be participating in the Ohio Library Council Annual Legislative Day at the Statehouse on April 11, 2018 and invited the Board to attend and participate if schedules permit.

150th Anniversary Planning

Tena Wilson, Deputy Director, gave an overview of the of the Library's 150th Anniversary planning and stated that there is a core team working on several large events that include: Beijing Dance Theater which has been confirmed for February 2-4 to meet with students at Tri-C and perform at the Playhouse; Director Thomas will give a report to the community on the State of the Library at the City Club in February; a high profile author visit will be held at a larger venue; and a community wide chess event to create awareness that Cleveland Public Library owns the world's largest chess collection; Library Foundation's Gala with sponsorship opportunities. We are also trying to confirm the Muppets for an exhibit at Main Library. The culminating event will be MLK Day, 2020, where the Director will host a very high profile speaker. Because the MLK Branch will be closed at that time, this event will be held at a venue that will accommodate the very large crowd that is anticipated.

Ms. Wilson stated that an RFP is being prepared to entertain 3-4 marketing firms to help raise awareness for the Library and the Library Foundation during that year.

Customer Experience

Ms. Wilson stated that as discussions continue about our strategic plan as well as changes to our buildings, it is important to discuss our customer service model. For example, staff will brainstorm ways to improve the customer experience and stay relevant as information needs continue to evolve.

Ms. Wilson highlighted Operation "Fresh Eyes," which means looking at all of our buildings with a fresh look to consider what may need to be cleaned up, rearranged, merchandised or showcased. Staff will be involved to come up with ideas to incubate or test at Jefferson Branch. We will try new things and duplicate successful services at other branch locations.

Mr. Seifullah asked for clarification on Library of "things".

Ms. Wilson stated that people come to the Library for a lot of other things beside books. They may come to check out items such as a mobile wifi, guitars, life repair kits, seeds or anything that is not a book. Books will always be our brand at the library, however, because patrons information needs continue to evolve, so must our offerings. The library is more than books. When the library "surprises" the customer by offering something they need -- like a mobile hotspot, for instance -- they see the library as relevant.

Director Thomas stated that we will eventually have to have a conversation with the Board to discuss efficiencies in materials handling.

Ms. Wilson stated that we will be having a lot of conversation during our strategic planning. There will be focus groups talking about the Library's future and address a variety of topics that will be used to make informed data-based decision.

Strategic Planning

Timothy Diamond, Chief Knowledge Officer, stated that an exercise had been planned for the Board during the Work Session, but the time remaining only allowed for a brief update.

Mr. Diamond stated that the strategic planning process is officially underway. Sonya Pryor-Jones of Synchronicity Consulting has been signed to work with staff on the process. As the first step, Ms. Pryor Jones has been working with the Director to put together an advisory committee of stakeholders to give us feedback on the process as we go forward. We will also be working with different focus groups to figure out the best service model and answer some of the questions that we have for the challenges that we are facing.

Mr. Diamond stated that we will be using the following approaches: (1) Appreciate Inquiry, and (2) Design Thinking.

Closing Thoughts

Director Thomas stated that during conversations with staff, he discovered that the last major transition the Library experienced was around 1985. In 1974, the levy

that was on the ballot failed, and there was a lot of dissension between the staff, administration and community. Dr. Gaines became the new library director from 1974-1986. Dr. Gaines had a mindset about how to move forward. At that time the library system had 1,400 staff members that decreased to 400. The next year, Dr. Gaines brought the levy back and passed it which completely rejuvenated and reimagined what the Library would be. At that time, there were 60 outlets that were reduced to 38. Because of Dr. Gaines, the Library acquired a union. Following Dr. Gaines, Marilyn Mason became Library Director, then Director Andrew Venable.

Director Thomas stated that Dr. Gaines came through this period of great financial stress and a lot of things had to be created around that.

Director Thomas stated that when he came on, also a period of financial stress, we did many things just for survival over the last 9 years. Now we are in a period that we must redesign the system.

Director Thomas stated that he believed that this period that he is in will be marked by great change allowing his successor to have a period of stability because of the things we do. Although we will work through this period of great change, it does not have to be with fear. We can embrace it. We can create a model that can deal with change. The former model was situated around a 1990 model. Creating a system that is adaptable and flexible makes it easier for change. That is what needs to be in place to create the library of the future.

Director Thomas stated that as we appreciate staff and they are paid, we must make sure that 85% of the library budget is not all around staffing.

This is an opportunity for the Board to provide direction.

Director Thomas stated that we must use the staff we have to the best of our ability and with Ms. Wilson on board, we will go out and get more talent causing us to be prepared to do fascinating things for this organization.

Ms. Rodriguez asked Ms. Wilson for clarification on "no overdue fines".

Ms. Wilson stated that that topic was listed as a possibility of things to explore.

Ms. Rodriguez stated that we seem to have been collecting a lot more on overdue fines.

Ms. Krenicky stated that we only collect about \$95,000 per year on overdue fines.

Ms. Wilson stated that a library much smaller than ours collected twice that before it went to no fines. If you consider the cost of the transaction to collect the fines cost more fines than you actually collect. There is one CLEVNET library that has no fines.

After discussion about fines and charging for printing, Director Thomas announced that Mayor Jackson has agreed to serve as an honorary chair of the CPL150th Anniversary Celebration.

Additional discussion continued about sponsors and resources.

Mr. Seifullah adjourned the Board Work Session at 2:34 p.m.

Alan Seifullah
Trustee

Alice G. Butts
Trustee