

CLEVELAND PUBLIC LIBRARY
Capital Committee Work Session
April 13, 2019
Rooms 1A&B Lake Shore Facility
9:00AM

Present: Ms. Butts, Mr. Corrigan, Ms. Rodriguez, Ms. Washington, Mr. Parker

Absent: Mr. Seifullah, Mr. Hairston

Mr. Parker called the Capital Committee Work Session to order at 9:08 a.m.

Capital Committee (Mr. Parker Chair)

Present: Anthony T. Parker, Chair, Thomas D. Corrigan, Vice Chair, Alice G. Butts,
Alesha Washington

Absent: None

Director's Update on Bold Plan

Director Thomas thanked the Board for attending the Capital Committee Work Session; the staff for their hard work on the Strategic Plan, CPL150 initiative, a new organizational service model, and other projects.

At the Director's request, Mr. Parker shared a story about an employee who expressed his deep appreciation for the time he spent at the Library especially when President Kennedy was assassinated. Mr. Parker mentioned that he was moved as he heard this story and stated that the Library is engrained in the memories of many.

Director Thomas stated that in 2009, the Library staff reduced from 1,050 to 750 and the budget reduced from \$70 million to \$60 million. In 2011, major changes had to be made in the organization as a result of large funding losses. The organization was stabilized in 2013 with a "Big Shift".

Director Thomas reviewed the accomplishments of the "Big Shift" in 2013 to CPL150 in 2019:

- Provided effective services despite 20% reduction in funding over past 4 years.
- Opened the new Rice Branch and TechCentral
- Increase Clevnet members to 44 with a 6:1 ROI
- Focused on creating communities of learning and community deficit fighting
- Circulation per hour was up
- Continuing as a library of ideas

Director Thomas gave an overview of the 2013 landscape:

- Ohio Metro Libraries had bold plans
 - Dayton - \$187 million
 - CCPL - \$110 million
 - Columbus - \$99 million
- CPL branch facilities needed attention
- Main Library had decreasing use/needed consolidation and repositioning
- Needed funding options
- Needed to build a Friends Foundation

Director Thomas reviewed the 2019 state of the Library:

- Continuous Levy - vote of confidence
- \$100 + million Facility Master Plan
- Reimagining branch libraries
- CPL150: A year of celebration
- Not about statistics: It's about the people of "The People's University"
- Launch of Cleveland Public Library Foundation
- Re-envisioning:
 - Level opportunity
 - Foster learning
 - Facilitate discovery

In conclusion, Director Thomas shared the following: Imagine a university that doesn't care about your GPA. A university that doesn't require a standardized test; that doesn't hold auditions or require letters of recommendation. A university that doesn't charge tuition. This UNIVERSITY is Cleveland Public Library: THE PEOPLE'S UNIVERSITY.

Director Thomas gave a brief overview of the day's agenda in efforts to move forward with the plan.

Financial/Budget Overview

Carrie Krenicky, Chief Financial Officer, gave a current financial/budget overview and a look forward in regards to the Facilities Master Plan and how the Library would fund it.

Ms. Krenicky gave an overview of the General Fund Amended Certificate of Resources and stated that our total revenue is \$77.2 million but our Certified Operating Revenue is \$60,501,213.84 and noted the following breakdown:

- Property Tax/Rollbacks = 60%
- PLF = 37%

Ms. Krenicky gave an overview of the General Fund-Second and Third Amendment to the Year Appropriation. The Library has a \$59.2 million Appropriation and that the Third Amendment would be going before the Board of Trustees on April 18, 2019 requesting a \$56.8 million

Appropriation. We will be reducing the Salaries and Benefits appropriation by \$2 million and Library Materials by \$425,000. Ms. Krenicky noted the following:

- Certified Revenue = \$60.5 million
- Certified Revenue exceeds the Second Amendment to the Appropriation by \$1.32 million
- Certified Revenue exceeds the Third Amendment to the Appropriation by \$3.7 million

Ms. Krenicky reviewed the current Certified Revenue, Appropriations and Balances General Fund for the period ending March 31, 2019 and noted the following which has been collected percent to date:

PLF State Income Tax	25%
General Property Tax	57%

Currently collected is approximately \$25 million out of \$60.5 million certified revenue as we close March 2019.

Ms. Krenicky reviewed the Expenditures and noted that the total Appropriation is \$65.4 million and so far we have expended \$23.4 million. Salaries/Benefits are coming in lower than what it should be in March (22% vs 25%) allowing us to reduce our Salaries/Benefits by \$2 million this year.

Ms. Krenicky stated that with our current Budget (2nd Amendment to the Appropriation), \$1,324,032 is left for debt service; and with the Proposed 3rd Amendment to the Appropriation, \$3,749,032 will be left for debt service.

Ms. Krenicky reviewed the Certified Revenue to Appropriate for Operating Expenditures and noted the following:

- 6.8 mill revenue = \$51,943,977 + allocation of \$2,000,000 of the 2.0 mill revenue for operating expenditures = Certified Revenue of \$53,943,977
- We should be appropriating at this amount (\$54 million)
- Current appropriation = \$59,177,182
- Difference = \$5,233,205
- Last year's actual expenditures: \$54,287,816

Ms. Krenicky stated that we are trying to get to a \$55m appropriation next year. To achieve this, consider the following assumptions:

We reduce the Salaries and Benefits current Appropriation by \$2,000,000

- We are reassessing salary and benefits projection for 2019 (and forward) and actual expenditures are coming in under budget

We reduce the Library Services Material Appropriation by \$425,000

- \$55m x 13% = \$7,150,000 and current appropriation is \$7,575,000
- In 2018, LSM (general fund) per capita expenditure was \$17 (\$20 for all funds)

- With this reduction, LSM (general fund) per capita expenditure is \$18 (\$22 for all funds)

For CY 2020, set appropriations at \$55m and allocate as follows:

- 65% Salary & Benefits
- 13% Library Materials
- 22% Other-Purchased Services, Supplies, Capital Outlay
- We pledge \$500,000 annually for cash capital to fund on-going capital maintenance
- We project these changes stay in place moving forward with a 2% annual increase in expenditures; our revenues remain flat and as currently certified, but we collect \$1.7m annually in delinquent taxes (which are not certified)
- We issue debt for Phase 1 for \$62 million, with debt service payments beginning in 2020
- We issue debt for Phase 2 for \$41 million, with debt service payments beginning in 2025

Ms. Krenicky gave a detailed overview of a forecasted certified projection through 2029.

Ms. Krenicky stated that currently we are certified at \$60.5 million revenue. With the 3rd amendment we will have a \$56.8 million appropriation. We will possibly receive \$1.7 million additional in delinquent taxes. In 2020, the appropriation is set at \$55 million and we will still bring in \$60.5 million in revenues and the unencumbered balance is \$25 million. We should be maintaining at least \$9 million, which is equivalent to 2 months of operating expenditures in the unencumbered balance. Ms. Krenicky continued her detailed overview of projections for 2021 through 2029 and stated that we must focus on sustainability to move forward with these phases.

Ms. Krenicky gave an overview of the Library's financial history from 2003 to the present showing actual revenues and expenditures. In conclusion, Ms. Krenicky stated that given our history and our current state, we need to get on a path of sustainability and assess projections annually in order to support the Facilities Master Plan over the next 10 years and issue long term debt.

In response to Ms. Rodriguez' inquiry, Ms. Krenicky stated that she was comfortable with moving forward with a phased in approach and feels that we can support Phase I with \$62 million. If something happens, we have the ability to move Phase 2 forward. Although we do not know what will happen with PLF after our agreement with other libraries in 2021; we are merely forecasting. Starting smaller in Phase 1 rather than one big project all at once, makes it more feasible and sustainable.

Ms. Butts asked how Salaries/Benefits would be reduced.

Ms. Krenicky stated that this year, it is decreasing naturally as we budgeted too much and there are positions that were projected in the budget that will not be filled. Deputy Director Wilson is looking at Public Services, Technical Services, and all of the administrative units to determine what the compliment should be along with the new service model to support the Facilities Master Plan.

Director Thomas stated that at the beginning of the year, Ms. Krenicky budgets for staff who are in those positions. As those position become vacant, many of them have not been filled.

Because they have not been filled, this keeps costs down as we continue to assess the future need for those positions.

Ms. Butts stated that when positions are not filled, additional burdens are put on staff we currently have.

Director Thomas stated that we continue to evaluate and provide what the staffing needs are as well as needs of the patrons we serve.

Director Thomas stated that at one time, there were several branch manager positions that needed to be filled. We looked internally and considered staff who may not have an MLIS degree but possess managerial and supervisory experience. For example, Marina Marquez is now leading our East 131st Street Branch.

Mr. Corrigan asked for the Library's percentage history of Materials in the budget.

Ms. Krenicky stated about 13% and that it varies depending upon if we base it on the total of appropriations or certified revenue as we have not always had a balanced budget.

Mr. Corrigan expressed his concern about reduction in filling positions and library materials and stated that he hoped that Main would be open 7 days per week.

Director Thomas stated that the collection would remain at 13% and then will actually increase as endowment funds designated specifically for collections would be added.

In response to Mr. Corrigan's inquiry, Director Thomas stated that in regards to Sunday hours, the Library has capacity issues and an allocation issue.

Director Thomas stated that one of the promises to our community was to look at the possibility of providing more service hours. We are examining where staff are currently allocated and how to move them into Public Services to support additional hours. Director Thomas noted that branches have been very understaffed for some time. We are looking at a model where substitutes are moved into permanent positions.

In response to Mr. Corrigan's inquiry, Director Thomas stated that the Capital Plan allocation does not limit the possibility for the Library to expand service hours.

Discussion continued about Union support and upcoming negotiations in July.

Director Thomas stated that discussions have been held with the Union about how they can provide flexibility to do this work.

After Cedric Johns, Director of Employee and Labor Relations, shared his perspective on negotiations, Director Thomas stated that we will need to fix our staffing allocations issues.

Ms. Washington stated that if the Library staffing and materials are reduced to its former size in 2013, it is important to think through how this is explained to the public in a way that will resonate with them.

Director Thomas stated that we are working on developing a plan to bring to the Board. We believe that the community will appreciate that we will put more permanent staff in the branches. Marketing this concept will be important in our public relations.

In response to Mr. Corrigan's inquiry, Director Thomas stated that with the new staffing allocation, employees in the Bargaining Unit will increase.

Diversity, Equity & Inclusion

Ms. Sadie Winlock, Director, Equity & Inclusion Initiatives, stated that Director Thomas has charged her to assess where the Library is currently in regards to diversity, equity and inclusion and how Greater Cleveland views diversity, equity and inclusion.

Ms. Winlock stated that the purpose of her work was to:

- Review corporate and organizational notes
- Identify opportunities for definition and strategy development for CPL

Ms. Winlock identified the following expected outcomes:

- Policy Definition Agreement
- Potential Strategies
 - Internal
 - External
 - Supply Chain

Ms. Winlock stated that she met and interviewed Chief Diversity Officers from corporate, health and academic institutions:

Corporations

- Key Bank

Health Institutions

- Cleveland Clinic
- MetroHealth
- University Hospital

Academic Institutions

- Cleveland State
- Cuyahoga Community College
- Case Western Reserve

Service Organizations

- Cleveland Neighborhood Progress

- GCP - Commission on Economic Inclusion
- Cleveland Leadership Center
- Jewish Federation
- City of Cleveland
- The Diversity Center

Ms. Winlock stated that she met with the following Support Organizations:

- Cleveland Leadership Center
- Commission on Economic Inclusion
- Jewish Federation
- City of Cleveland
- The Diversity Center

Ms. Winlock discussed the interview process that included the following 15 questions:

1. Describe your role.
2. Why is this work important to your organization?
3. How was it messaged throughout the organization?
4. What is the most challenging part of your role? Most rewarding?
5. How do you/your organization define:
 - a. Diversity
 - b. Inclusion
 - c. Equity
6. How does your definition/processes align with the needs of the community (education, workforce, health)?
7. In designing your program/processes, where did you begin?
8. What are some pitfalls we should look out for/avoid?
9. What processes were in place when you took on the role?
10. What new processes are needed?
11. What does employee training look like? How Often? Delivery Process?
12. How was the relevance of this work communicated? What is the ongoing communication to keep it relevant?
13. Was it – is it folded into all strategies across the organization? If so how? If not why?
14. How do you determine if your programs and services are free from inequities?
15. What advice would you give CPL in developing its definitions and closing equity gaps across the organization both internal and external?

Ms. Winlock shared the following findings as a result of her interviews and gave a detailed overview of each:

In all but one organization, the CDO is part of the senior leadership team

1. The placement of this role has to be in alignment with its importance to the organization
2. Employees need to continuously hear from the CEO that DEI will be a part of who the organization is, what and how it does it

3. The message has to be consistent and clear from the CEO to establish relevance to overall significance to the success of the organization

DEI has become a key strategy for all organizations interviewed because of the diversity of the community being served and the expectations citizens are starting to communicate

1. All organizations interviewed showed documentation of how DEI is part of every communication, training and development for new and ongoing for existing employees.
2. To emphasize DEI as a key strategy, 100% of the organizations interviewed had ERG's (Employee Resource Groups), representing the diversity among employees.
3. ERGs identify equity gaps, provide feedback on how to close, assist with identifying training and development needs, recommend product improvement and development, add value to programs and events
4. All organizations produced an annual report/scorecard results and on pace towards DEI goal achievement

Cleveland Clinic's DEI strategy was developed to address what they consider 4 key areas, which could be considered best practices. While the goals are the same their approach/processes are different based on the audience.

1. Workplace
2. Workforce
3. Market Place
4. Community

The message that DEI is important to the organization came from the CEO, to the senior leaders and each senior leader is held accountable for DEI through performance management.

1. Every organization determined how to include DEI goals in the performance of its senior leaders.
2. Some organizations included this accountability throughout with each employee being held accountable to attend training, demonstrate learning and show levels of respect as indicated through DEI definition.
3. All organizations either had a Diversity Council or Diversity Task Force that assisted with the development and organizational accountability to achieve goals

While there were variations among the organizations in where the program development and delivery started, a few areas were consistent.

1. All organizations included DEI training as part of the onboarding process for new hires.
2. All organizations started in-depth DEI training with senior leadership team and the board.
3. All organizations have ongoing training for existing employees.
4. All organizations have a recognition program for employees who demonstrate definition and meaning of DEI.
5. Two organizations have DEI as part of Human Resources with a specific division in HR devoted to the topic.

All organizations utilized both internal and external expertise for training and development.

1. All organizations had a person dedicated to training DEI on their staff, in the DEI division or department.
2. That individual had some form of local or national certifications.
3. External trainers are used in areas where the local may not have expertise.
4. DEI training strategy is placed in the strategic plan of the organization with a calendar of training.
5. All organizations provided both online and face-to-face training providing options for existing employees.

Definition of DEI ranged from broad to very specific. CDOs definition was slightly more specific than the organizations.

Ms. Winlock shared the following examples of broad and specific DEI definitions from the following organizations:

Broad: Cleveland State University - “We will be the strongest public university in the Region and be known for our scholarship and diversity in service to our students and community.” The mission statement also includes language to include “diversity.”

Specific: Cleveland Clinic - “Diversity encompasses qualities in three categories: Human (race, gender, sexual orientation, ethnicity, age) Cultural(language, religion, class, ethics, values) Systems (organizational role and function, geographic location, organizational culture)

Broad: Cuyahoga Community College - Stands with the belief that diversity enriches not only the institution, but society as a whole, and is therefore committed to appreciating diverse perspectives and valuing the collective differences and similarities that make Tri-C a leading community organization.

Specific: Case Western Reserve University - The Office for Inclusion, Diversity and Equal Opportunity provides support, guidance and strategic leadership to promote equitable and fair treatment in employment, education and other aspects of campus life at CWRU. This includes the big 8: diversity of race, thought, pedagogy, religion, age sexual orientation, gender identity/expression, political affiliation and disability.

Broad: University Hospital - Office of Community Impact, Equity, Diversity, and Inclusion (CEDI) is responsible for supporting, promoting, and implementing programs that maintain an inclusive, equitable, and diverse environment that provides culturally relevant patient care. CEDI implements and coordinates programming, consistent with the UH mission and vision: “To Heal. To Teach. To Discover.”

Specific: KeyBank - To create a dynamic and fulfilling professional environment, we embrace and celebrate diversity of: Age, Gender, Ethnicity, Background, Beliefs, Culture... and so much more

Broad: Commission on Economic Inclusion - The Commission on Economic Inclusion has been working since 2001 to close the racial disparities in jobs, income and wealth, by growing businesses owned by people of color and increasing workforce diversity, equity and inclusion. Ultimately, this work is fueled by the belief that businesses and the region are stronger with greater racial equity.

Specific: MetroHealth - Any dimension that can be used to differentiate groups and people from one another; including their race, ethnicity, language, culture, religion, gender, sexual orientation, gender identity or expression, socio-economic status, physical or mental ability or disability, and others.

Ms. Winlock's presentation continued by sharing the following findings:

American Library Association Definitions

Diversity- the sum of the ways that people are both alike and different. Visible diversity is generally those attributes or characteristics that are external. However, diversity goes beyond the external to internal characteristics that we choose to define as "invisible" diversity. Invisible diversity includes those characteristics and attributes that are not readily seen.

Equity- not the same as formal equality. Formal equality implies sameness. Equity, on the other hand, assumes difference and takes difference into account to ensure a fair process and, ultimately, a fair (or equitable) outcome. Equity recognizes that some groups were (and are) disadvantaged in accessing educational and employment opportunities and are, therefore, underrepresented or marginalized in many organizations and institutions.

Inclusion- an environment in which all individuals are treated fairly and respectfully; are valued for their distinctive skills, experiences, and perspectives; have equal access to resources and opportunities, and can contribute fully to the organization's success.

Public Library Association - PLA advocates for equity, diversity, inclusion and social justice in order to enable every member, library and community group to fully and equally participate in a society mutually shaped to meet their needs.

Both Case and UH have very specific training that could be considered best practices.

Case Western Reserve

New Employee Orientation

- Pre work/Harvard Implicit Association Test
- 4 hour training session
 - Micro-aggressions
 - Privilege
 - Implicit/Unconscious Bias

Change Agent Workshops

- In-depth
- 8 hours

- Micro-aggressions
- Privilege
- Empathy
- Explicit/Implicit Biases

Lunch & Learns

- Monthly/bi-monthly
- Intersectionality

Speaker Series

University Hospital

Senior Leadership Training

- Small sessions of no more than 10
- Ongoing at least every two months
- History of race and diversity
- Disparities
- Bias
- Privilege
- Blind spots

Speaker Series

Ms. Winlock shared the following recommendations:

Position Placement – Reporting directly to CEO to ensure clear message of importance to survival and thriving of organization.

Policy– Inclusive of race, ethnicity, language, culture, religion, gender, sexual orientation, gender identity or expression, socio-economic status, military, physical or mental ability or disability.

Strategy– Thread DEI throughout the organization, beginning with the strategic plan, with goals for each senior leader/department/division; in depth training for senior leadership, improving their ability to train others, include in performance management, onboard training and continuous training and development for all staff; organize Employee Resource groups to support goals; recognition program for goal attainment.

Ms. Winlock shared the following policy recommendation for Cleveland Public Library and discussed how the Library and the public can hold us accountable:

The Cleveland Public Library

Embraces and supports the diversity of our workforce as well as our community to include differences in: race, ethnicity, language, culture, religion, gender, sexual orientation, gender identity or expression, socio-economic status, military, physical or mental ability or disability.

We will demonstrate our support by:

- Engaging our board, leadership and staff in ongoing inclusion training, education and professional development
- Creating a safe workplace environment in which employees' voices can be included, heard, valued, and treated with respect.
- Developing and implementing programs and services that incorporate the differences that make us a community, ensuring fair and equitable treatment with access to appropriate resources and opportunities.
- Developing a supplier diversity program that mirrors the patrons we serve

In response to Ms. Rodriguez and Ms. Washington who expressed concern regarding staff accountability, Ms. Winlock stated that individuals must be met where they are. There are tools designed to help people discover where they are based on their own cultures and beliefs. An example would be the Intercultural Development Inventory (IDI), which is a short survey designed to measure an individual's awareness of and sensitivity to cultural differences (intercultural sensitivity). The IDI shows where individuals are on a continuum from denial to acceptance. In addition, Ms. Winlock explained that some individuals must be met emotionally and others academically. This can change depending on the audience.

Ms. Winlock's presentation continued on the topic of Supply Chain Diversity and stated that she met and interviewed Chief Diversity Officers from the following institutions:

Health Institutions

- Cleveland Clinic
- MetroHealth
- University Hospital

Academic Institutions

- Cleveland State
- Cuyahoga Community College
- Case Western Reserve

The interviews consisted of the following questions:

- Who manages supply chain diversity?
- How is it managed? What are the processes?
- How do you determine goals?
- How do you get buy-in from organization?
- How do you measure success?

Ms. Winlock shared and discussed in detail the following findings as a result of her interviews:

All organizations have an individual dedicated to supply chain diversity.

1. The person in this role has no other responsibility.
2. It is a stand-alone department/division

3. The individual reports directly to a senior leader or directly to the CEO

The person in this role has credentials that align with supply chain diversity and affiliated with Regional and National supply chain organizations.

1. Supply Chain Director or Officer is a member of the National Minority Supplier Diversity Council
2. Attendance at Supplier Diversity Conferences include those among diverse communities (LGBTQ, Women, etc.)
3. Director has a Steering Committee made up of organizations that support small businesses with business development to ensure inclusivity of minorities across a spectrum of businesses (GCP, Urban League, Ohio Minority Council, Plexus etc.)
4. Director has an Advisory Council that assist with identification of small businesses to support work in specific geographic locations/neighborhoods, reviews strategy and on pace results/outcomes

Goals are developed based on the overall strategy of the organization to participate at a level commensurate with commitment to corporate social responsibility.

1. Goals are a percent of total planned construction or procurement annual spend
2. Goals are a percent of a particular planned project spend
3. Goals are a percent of a particular planned spend per quarter

The expectation for supplier diversity is established by the CEO and is included as part of performance management for all senior leaders. Hiring of consultants and other vendors are included in the goals.

1. A business award is presented annually for leaders who are able to include women, LBGT, Veteran and disabled in their supply chain.
2. An organization, Supplier Gateway is a third party portal system that supports review and categorization of suppliers. Accounts Payable report is sent and various spreadsheets are produced to create a benchmark as to where an organization currently is in supplier diversity and an ongoing report of who, what, when, where and how minority vendors are engaged. Several of the organizations utilize this vendor.
3. A review of vendor usage is generated monthly and reviewed by senior leaders and CEO, produced by SDD or SDO.
4. All contracts are reviewed by SDD or SDO before signed to ensure supplier diversity is considered and aligns with goals

Buy-in and measurement are inclusive. The CEO establishes the relevance of supplier diversity as part of the overall diversity, equity and inclusion strategy.

1. Supplier diversity is a report-out item at monthly leadership meeting. Those not on pace discuss plans to close gap with date expected.
2. It is included in leadership performance management.
3. Leadership and staff are recognized with an annual award

4. It is part of the public annual report produced for the community

Ms. Winlock shared the following examples of broad and specific Supply Chain Diversity policies:

Case / Broad

CASE is committed to assist minority and women-owned business enterprises in gaining access to business opportunities at the University.

- To further expand business opportunities and enhance continued economic growth.
- CASE will expect our strategic suppliers to adopt similar strategies of inclusion.
- It is our objective to implement an innovative program which makes supplier diversity a specific objective campus-wide. This objective coincides with the expectation that all goods and services acquired from any business enterprise will meet the University's requirements relating to value, quality and timeliness.
- The University believes that through our supplier diversity initiative more diverse business enterprises will not only have greater opportunities but will increase their business presence at the University

Cuyahoga Community College / Specific

Administration & Finance FY17-19 Strategic Service Priority: Develop innovative capital and procurement solutions that promote the student experience while emphasizing inclusive excellence.

- Create a five-year plan to increase the College's relationships with diverse suppliers
- Increase touch points and connections with diverse suppliers and minority agencies
- Utilize benchmarking with other Ohio institutions to help develop additional strategies
- Develop a community outreach initiative to communicate contractual needs to qualified vendors
- Include environmental, social and economic factors in proposal requirements and purchasing consideration

Cleveland Clinic / Broad

Our Supplier Diversity strategy supports our commitment to care for the communities we serve. It allows us to leverage our purchasing to drive economic inclusion for qualified diverse suppliers. We strive to increase participation in Cleveland Clinic's procurement opportunities for businesses that are 51% owned and operated by:

- Minorities
- Women
- Veterans
- Service-disabled veterans
- LGBT
- or are HUB Zone certified

University Hospital / Specific

University Hospitals is firmly committed to supporting minority; women; lesbian, gay, bisexual and transgender (LGBT) and local business enterprises, contracting with firms that share the

same commitment and provide the best quality, value-added products and services at the most competitive cost.

- We promote the participation of minority- and women-owned business enterprises as both Tier 1 (prime) and Tier 2 (sub-contractor and/or supplier vendor) vendors. Our suppliers make every effort to reach the diversity expectations of 15 percent minority business enterprise (MBE) utilization, 5 percent woman business enterprise (WBE) utilization and 20 percent local utilization with Tier 2 vendors where available and practical.
- UH is a supporter of Plexus, the chamber of commerce for the LGBT communities and allies serving northeast Ohio. UH vendors include those certified by Plexus.

MetroHealth / Broad

Our Supplier Diversity strategy supports our commitment to care for the communities we serve. It allows us to leverage our purchasing to drive economic inclusion for qualified diverse suppliers. We strive to increase participation in MetroHealth's procurement opportunities for businesses that are 51 percent owned and operated by U.S. citizens within the United States.

- Business Enterprises include:
- Minority
- Women
- Veteran
- Service-disabled veteran
- LGBT
- Small
- Local and Regional

KeyBank / Broad

Our commitment to supplier diversity extends to supplier qualifications. To expand or deepen our diverse supplier base, we require that a company be at least 51% owned, operated and controlled by U.S. citizens who are:

- African-American
- Hispanic
- Native American
- Asian-Indian
- Asian-Pacific
- Women
- Veterans
- Lesbian, Gay, Bisexual and Transgender (LGBT)
- Individuals with a disability
- Service-disabled veterans
- Proof of ownership is required. We accept certification from local, regional, state and national certifying agencies

Ms. Winlock shared the following recommendations:

1. Determine our supplier diversity policy that will drive our strategy

2. Determine our supplier diversity goal (based on total projected spend in construction and other procurement opportunities)
3. Identify expert in supplier diversity field to support, direct:
4. Policy development
 - Program and process development
 - Compliance
 - Education
 - Measurement
 - Reporting

Ms. Winlock stated that she has initiated conversations with Cassandra Johnson, Supplier Diversity Consultant, and Chris Nance, Director, Construction Diversity & Inclusion, Greater Cleveland Partnership, Commission on Economic Inclusion

Ms. Winlock recommended that Cassandra Johnson be considered to provide assistance to the Library on this initiative and shared the following background highlights on Ms. Johnson:

- Experienced Principal with a demonstrated history of working in the hospital & health care industry and public entities
- Supported development of award-winning DEI program at UH
- Director of Construction at UH for 8 years
- Skilled in Budgeting, Construction, Strategic Planning, Contract Negotiation, and Submittals. Supported NEORSD supplier diversity program
- Graduate from Hathaway Brown School and Columbia University, NY

Ms. Winlock stated that after she compiled her presentation, she met with Thompson-Hine who indicated that they were very familiar with Ms. Johnson and would be willing to work with her.

Ms. Winlock shared a possible timeline for consideration:

Diversity Equity Inclusion		Supplier Chain Diversity	
Policy Approval	April	Potential Consultant	April
Committee Formed	May	Determine to Engage	May
Committee Meeting	June	Engagement	May/June
Strategy Completed	August	Policy Development	June/July
Strategy Approved	August	Policy Approval	July
Implementation	Aug/Sept.	Committee Formed	July
		Committee Meeting	July/August

In response to Ms. Washington’s inquiry, Ms. Winlock stated that the recommended Diversity Equity Inclusion policy will come before the full Board at the Regular Board Meeting next week.

Ms. Washington concurred that the Library could benefit from engaging Ms. Johnson for assistance in this area.

After additional discussion about the proposed timeline, Mr. Parker thanked Ms. Winlock for her detailed and informative presentation.

Facilities Master Plan Group 1

Jeremiah Swetel, Chief Operations Officer, stated that the Capital Committee has met twice since January to discuss the process for the Facilities Master Plan, facilities assessment and systems recommendations.

Mr. Swetel requested that the Capital Committee consider the recommendation to move Phase I implementation to the full Board next week for approval. That approval is necessary for the bond issuance process. Permission is needed to begin inquiry for property acquisition and consolidation as there are a number of branches in the Phase I implementation list that require ongoing and in depth discovery of organizations, community residents and of property parcels so that we can acquire property. In addition, approval is needed to enter into a partnership with Hospice of Western Reserve and others regarding the Lake Shore property acquisition.

Mr. Swetel introduced Jasmine Sims, Operations Project Coordinator, who gave an overview of the rationale for Phase I.

Ms. Sims stated that the plan is to breakdown the Facilities Master Plan into two phases. The Capital Committee must discuss the implementation and approval of Phase I for the April Board Meeting. Phase I will be funded via a \$62 million bond considering based on the following rationale:

- All new construction buildings. The goal is to cluster all the new buildings into Phase I: Martin Luther King, Jr, Hough, Walz, District Facility at Woodland, Rockport, Mt. Pleasant and Lake Shore.
- Several factors were assessed when determining which branches would be replaced. One of the main factors is deferred maintenance costs. Due to the postponement of regular buildings and equipment upkeep these locations have exceedingly high deferred maintenance and high repair costs.
- Phase I also includes the following Carnegie Buildings: Jefferson, Sterling, Lorain, and Brooklyn. These are legacy buildings and we wanted to honor them.

Ms. Sims noted that South and Carnegie West buildings were constructed with Carnegie funds. South has already undergone a major renovation and addition and is open to the public. Compared to the same period (Jan-Feb) last year we have seen a 49% increase in circulation at South and the self-check well received. Carnegie West was not included in Phase I because it will be one of our anchor branches in Phase II.

Ms. Sims stated that Karcher, a German company known for its high-pressure cleaners, has selected Cleveland Public Library as a recipient for their cultural sponsorship. On Monday, April 22, representatives from Karcher will conduct a test cleaning of Lorain and South Branch to determine which site's façade they will clean.

Ms. Sims stated that several buildings were included in Phase I that involve property acquisitions and consolidations as the Library needs time to appraise and sell existing buildings, finalize site selection, negotiate land prices and secure sites, and meet with council representatives, community stakeholders and organizations, and the land bank. Beginning the property acquisition and consolidation process at Woodland would include discussions on surrounding parcels; Mt. Pleasant would include discussing options for relocation; and South Brooklyn discussions would include additional parking.

Mr. Swetel stated that the branches grouped in Phase I will capture the challenges of new construction early in the process as financial predictions for the future can be uncertain.

As discussion continued regarding Land Bank parcels that can be acquired cheaply, Mr. Swetel stated that 98% of the parcel acquired for this implementation will come from the Land Bank or given to the Library.

Mr. Swetel gave an overview of the following Renovation/Construction Budget Levels:

EXISTING CONDITION

Deferred Maintenance: Varies

- As identified in deferred maintenance budgets.
- Deferred maintenance costs not covered by scope of renovation work to be performed has been incorporated on a case by case bases and included in project implementation costs

NEW BUILDING

New Construction: \$460/sf budget

- Based on benchmark data from similar projects in the region as well as specific input regarding the library's requirements
- Cost assumes a 10,000-15,000/sf building.
- Costs for additions have been estimated at a higher cost (\$575-800/sf) depending on scope.

RENOVATION LEVELS

Interior Refresh: \$114/sf budget (*not inclusive of all deferred maintenance costs*)

DEFERRED MAINTENANCE +

- Replacement of all finishes (including repainting all walls and ceilings, new carpet, tile and acoustic ceilings)
- Full replacement of furniture, cabinetry, and shelving
- Minor electrical updates including additional outlets, floor boxes and partial lighting replacement
- Replace/upgrade all AV/IT equipment
- Replace mechanical diffusers and grilles

Full Interior Renovation: \$163/sf budget (*not inclusive of all deferred maintenance costs*)

INTERIOR REFRESH +

- Partial reconfiguration (~10-20%) of spaces including partitions, ceilings, doors, HVAC, and electrical
- Full lighting replacement
- Replace/upgrade AV/IT infrastructure
- Updated plumbing fixtures in existing restrooms, unless noted otherwise
- Landscape and signage allowance for site work
- Full ductwork replacement

Major Renovation: \$221/sf budget (*not inclusive of all deferred maintenance costs*)

FULL INTERIOR RENOVATION +

- Significant reconfiguration (~60-75%) of interior spaces including partitions, ceilings, doors, HVAC, and electrical
- New restrooms including new plumbing

Mr. Swetel noted the following:

1. All renovation and new construction budgets represent total project cost inclusive of construction cost, furnishings and professional services fees
2. Based on estimate of probably cost study performed by Regency Construction services based on information provided by Bialosky Cleveland and the Cleveland Public Library

In response to Ms. Rodriguez' inquiry, Mr. Swetel confirmed that the \$62,000,000 budget includes construction cost escalations for the next five years. The numbers are conservative to be sure to capture every item relative to construction management, design fees, technology, etc. When we advertise for the Construction Manager At Risks, it will be for all of the projects with hopes to maximize savings.

Mr. Swetel stated that the MLK branch, which is currently under design, will require at least \$10 million of our own bond money. This does not include the \$5.2 million that we will receive from the Developer. This project will be in the range of \$15-16 million. Although we will look at cost reduction strategies, there is a significant cost for that project because of the complexities involved. This will probably be the most expensive branch on the project.

In response to Ms. Washington's inquiry, Mr. Swetel stated that the RFP for Group 1 branches will go out after the Board approves the Phase 1 implementation and will include diversity goals.

Ms. Washington stated the schedules for Phase I and the Diversity, Equity and Inclusion initiatives are not aligned and stressed that staff revisit and adjust them so that the RFP for Group 1 branches incorporates DEI goals.

Director Thomas stated that this emphasizes the need to meet with Cassandra Johnson as soon as possible.

Mr. Swetel gave the following overview of the Project Budget for Group 1, 2 and 3:

GROUP 1

GROUP 1A

- MLK Center new building
- Jefferson renovation & addition
- Hough new building
- Walz new building
- Memorial Nottingham new building
- West Park renovation & addition

GROUP 1B

- Sterling renovation & addition
- Lorain major renovation & addition
- Brooklyn major renovation
- Central District Facility new building
- Eastman refresh
- Woodland major renovation & addition
- Rockport new building
- Mt. Pleasant new building

TOTAL COST: \$62,000,000

Mr. Swetel noted that total cost does not include Memorial Nottingham. It is anticipated that the \$7,800,000 cost of Memorial Nottingham will be covered by alternative funding sources.

GROUP 2

GROUP 2A

- Maintenance Garage renovation
- Addison renovation & addition
- Collinwood renovation & addition
- Harvard Lee new building
- Union refresh

GROUP 2B

- South Brooklyn renovation & addition
- Fleet renovation & addition

- Carnegie West major renovation & addition
- Glenville refresh
- Fulton refresh & addition
- Langston Hughes refresh
- Rice refresh
- Garden Valley refresh

TOTAL COST: \$41,000,000

GROUP 3 – MAIN RENOVATIONS

- Main Building renovation
- Louis Stokes renovation

TOTAL COST: \$60,500,000

Mr. Swetel reviewed the following Project Schedule for Group 1:

June 2019	Issue RFQ for A/E firms	Group 1
August 2019	Select A/E firms	Group 1 design kick-off
January 2020	CMR selection	Group 1
June 2020	Construction starts	Group 1A
March 2021	Opening Jefferson	
June 2021	Design kick-off	Group 1B
January 2022	Opening MLK Center	
January 2023	Opening Central Distribution Facility; Completion	Group A
January 2024	Construction starts	Group 2A
October 2024	Completion Group	Group 1B

Cedric Johns, Director of Employee and Labor Relations, stated that some branches have experienced problems with bed bug infestation and recommended that we consider moving away from carpeted floors.

Mr. Swetel stated that we will be looking at different options for flooring and it will depend on the design of the branch. In addition, we are working with the Health & Safety Committee and Labor Management Committee on a pest notification system that will inform Property Management for extermination. As a prevention, each branch will have monitoring devices that will be inspected on a monthly basis. Quarterly, we will utilize dogs that are trained to detect bed bugs. This practice is also utilized in movie theaters. Mr. Swetel noted that bed bugs can enter the branches on returned books and materials.

Ms. Winlock stated that she is meeting branch managers in an attempt to learn more about the communities they serve. She noted that although we are not a social service agency, those types of needs often come into the Library and should be considered on every level as we move forward.

Mr. Corrigan asked for an explanation of the “*delay Millwork Package*” noted for Jefferson branch on the Project Schedule – Group 1.

Mr. Swetel stated that Jefferson branch has been identified as the branch to prototype and test ideas. The Millwork package is being delayed until we have the opportunity to figure out what we want to prototype. In an attempt to save some money on the service model, we will utilize our own internal carpenters to build materials such as display units that would hold collections. The prototype can be first tested at Jefferson before expending funds at other branches.

Ms. Washington stated because of the politics involved, careful thought needs to be given to the governmental outreach strategy for Phase I Implementation to include the Mayor, Councilpersons, and others.

In response to Ms. Butts’ inquiry, Ms. Krenicky confirmed that the Library’s bond indebtedness will be for approximately 35 years.

Mr. Swetel stated that each year we will evaluate how the Library will be good stewards over these funds while considering cost reduction strategies.

Mr. Swetel stated that early in the process the Library was approached by Cleveland Neighborhood Progress who informed us that there could be a potential developer who may be interested in the Lake Shore property. This would allowed the Library to be relieved of some of the financial burden of the facility by selling the property for market rate development. If we are able to do that, we need a new location for Technical Services. From an efficiency perspective, a central location for the services area would be preferred. Placing these services at Woodland would make more sense. This move to a central location is more efficient. There are many options that can be considered for a 20,000/sf distribution facility that would also house the Technical Services staff, materials handling and shipping. With this relocation, there are many opportunities to discover ways to enhance our services. The sorting process that happens at Main can be relocated to this central location as well.

Mr. Swetel shared the example of the Free Library of Philadelphia and their experience with a central distribution location.

Director Thomas explained that currently in our shipping departments, staff must individually handle every item and place them in bins. By automating this system, more staff positions could be reallocated into the Library assisting and engaging with patrons.

Mr. Swetel shared information about the proposed site Central Distribution location and the status of surrounding parcels. To lessen the change of a significant increase in price of these parcels, a real estate advisor must have conversations on behalf of the Library with the owners of the parcels.

Discussion continued about the implications of relocating the Ohio Library for the Blind to Main including accessibility and storage. Building a separate facility for storage or utilizing the services of a third party will be explored.

Mr. Swetel stated that any recommendations for property acquisition, site selection, community involvement, etc., must come to the Board for consideration and approval. The inquiry and discovery process is the means for us to have conversations about plans for the specific branch.

With the 20,000/sf facility, we would renovate the Woodland branch library at the same time and consider the possibility of 7,000/sf basement which is unused space. This space can be used for training rooms and meeting rooms. There is a space for an elevator shaft which has never been put into use. Discussion continued about the branch façade, location of the Distribution Center, storage space opportunities, landscaping, walking areas, and other concepts.

Mr. Swetel stated that conversations have been held with Councilman Polensek and others about locations to rebuild the Memorial Nottingham branch. Proceeds from the sale of the Lake Shore Facility will fund the new branch.

Mr. Swetel stated that it is recommended that the Memorial Nottingham branch be relocated to a new facility on a new site. The facility will be a Community Hub with increased meeting facilities to replace those at the existing Lakeshore facility reviewed the following potential site options:

1. Lakeshore Boulevard (existing site)
Re-utilizing the existing property with a new building located more closely to the Lakeshore Boulevard street front.
2. East 185th Street (LaSalle Theater)
Located at an existing storefront across from the redeveloped La Salle Theater along East 185th.
3. East 185th Street (Commercial Corrido)
Property northeast of the existing site on the East 185th commercial corridor
4. Lakeshore Boulevard
Located on a portion of a property belonging to the Hospice of the Western Reserve, northeast of the site along Lakeshore Boulevard

Mr. Swetel stated that the Library was approached by the Hospice of the Western Reserve. They would like to gift the Library with a 4-5 acre parcel on Lakeshore to build a new branch. The Hospice indicates that if they give the Library the property, they can leverage partnerships for development opportunities to expand or build market rate housing.

In response to Ms. Winlock's inquiry, Mr. Swetel stated that there was a difference in socioeconomics in the branch's current and proposed locations.

Discussion continued about Councilman Polensek's location preference, current patron access after relocation, community transportation, partnership benefits for the Library, Hospice of the Western Reserve and Villa Angela-St. Joseph High School.

Mr. Swetel stated of all of the sites, this has the most potential for the Library including increased circulation. Hospice would like to leverage the branch for their staff trainings and offer the branch to family members who have relatives in hospice care. The Hospice board has already granted approval for exploratory discussions with the Library

After Mr. Swetel reviewed in detail challenges associated with the options, he stated that we must decide the option that is best for the Library and most cost effective.

In response to Ms. Washington's inquiry, Mr. Swetel stated that he hopes that a final recommendation would come after the Board gives approval for Phase I and permission to explore the potential sale and development of the Lakeshore property.

In response to Mr. Corrigan's inquiry, Timothy Diamond, Chief Knowledge Officer, stated that he was not aware of any Ohio Library for the Blind patrons relocating because of its location on Lakeshore.

Mr. Swetel reviewed again for the Board the Group I branches and their respective recommendations.

Mr. Parker motioned to move Phase I to the full Board for consideration. Ms. Butts seconded the motion, which passed unanimously by roll call vote.

Mr. Parker adjourned the Capital Committee Work Session at 11:50 a.m.