

CLEVELAND PUBLIC LIBRARY  
Minutes of the Board Work Session  
March 14, 2017  
Trustees Room                      Louis Stokes Wing  
12:00 Noon

Present: Ms. Butts, Mr. Seifullah, Mr. Corrigan,  
Ms. Rodriguez, Mr. Parker (arrived, 12:45 p.m.)

Absent: Mr. Hairston, Ms. Washington

Ms. Rodriguez called the Board Work Session to order at 12:01 p.m.

Director Thomas thanked the Board for attending the Board Work Session and their ongoing commitment to the Cleveland Public Library.

Director Thomas stated that this Board Work Session will highlight some challenges that face the Library and stimulate discussion for solutions.

After quoting Jane Jacobs, Journalist, Activist, Urbanist, who said "*Designing a dream city is easy. Rebuilding a living one takes imagination*", Director Thomas stated that designing the exceptional library is easy. Rebuilding a living one takes resilience. Although we have been a part of an exceptional library, we are trying to rebuild a living one.

Director Thomas stated that when he began his tenure at the Library eight years ago the budget was around \$70 million. We had over 1,000 staff and we now have around 700. We have done a great deal with fewer resources.

Director Thomas stated that there has been consistency at the Library that has been reflected in the Library Journal's America's Star Libraries, Cleveland Public Library received 5 Star designations in 2009, 2010, 2011, 2015 and 2016. The Library achieved 4 Star designations in 2009-2, 2012, 2013 and 2014.

In response to Mr. Corrigan's inquiry, Director Thomas explained that eligible libraries are grouped by total operating expenditures and then, within each of those

groups, rated based on how their five measures compare to the peer group's means (or averages) of these five measures: library visits, circulation, program attendance, and public Internet terminal use—and, now electronic circulation.

Mr. Corrigan asked what deviation may have occurred causing the Library to move from 5 Star designation with 986 points in 2010 to a 4 Star designation with 996 points in 2012.

Timothy Diamond, Chief Knowledge Officer, stated that there was less programming and also undercounted programming.

Director Thomas noted that in 2013 there was more consistency in our reporting and scoring.

Director Thomas stated that we are moving forward with The People's University and the community is beginning to understand the concept of full learning at the Library.

Ms. Butts shared about an English teacher visiting from Paris who was sent to study for three months at Cleveland Public Library and research Euclid v. Ambler Realty Co.

Director Thomas stated that Cleveland Public Library has relevance for the region. The Director noted that when he began at the Library, CLEVNET had 32 member libraries and now have 44. Director Thomas announced that Rocky River Public Library would be joining CLEVNET.

Director Thomas thanked Timothy Diamond for his leadership with CLEVNET in bringing on new member libraries.

Before introducing Carrie Krenicky, Chief Financial Officer, Director Thomas thanked her and acknowledged that the Finance department team continues to receive awards for their exemplary work to ensure that our finances are transparent.

Mr. Corrigan stated that since he has been on the Board, there have been very few surprises as it relates to the finances of the Library. This is true to the tribute to the work that is done.

Library Finances

Carrie Krenicky, Chief Financial Officer, gave a PowerPoint Presentation of Library Finances that began with an overview of the Library's primary revenue sources focusing on our General Revenue Fund.

Ms. Krenicky stated that the Public Library Fund Revenue is one of the Library's primary revenue sources. We are currently certified at \$22 million. The most recent certification is as of December 2016. This makes up 44% of our total General Revenue.

Ms. Krenicky reviewed the Cuyahoga County Budget Commission Fund Analysis and stated that the County's Public Library Fund Allocation is divided among the 9 libraries in Cuyahoga County and is a percentage allocation. The Cleveland Public Library currently receives 41% and the Cuyahoga County Public Library receives 38% of Cuyahoga County's Public Library Fund Allocation from the State.

Ms. Krenicky identified the actual distribution that each library received and where each library is currently certified. The Public Library Fund Allocation Agreement commenced January 1, 2014 and terminates December 31, 2017.

In response to Mr. Hairston's inquiry, Director Thomas stated that there are 28 branches in Cuyahoga County Public Library.

Mr. Corrigan asked if we were aware if any of the libraries were interested in discontinuing the current agreement.

Ms. Krenicky stated that in years prior, the agreement was a five year agreement. However, the current agreement is a four year agreement. This allows for the opportunity to revisit the terms of the agreement more frequently.

Direct Thomas stated that there are six libraries who are a part of the Public Library Fund Allocation Agreement and are CLEVNET members. We can speak to the significance of that collaboration relative to Cleveland Public Libraries allocation percentage. However, the

County will probably challenge the percentage in the future.

Director Thomas stated that Cuyahoga County Public Library would probably argue that they serve a larger population and have more circulation. If a statistical formula was used to determine allocation percentages, which has always been the argument, the Library would be in a difficult position.

Mr. Seifullah asked how the argument could be fashioned around the service needs of the community.

Mr. Corrigan stated that the biggest motivator was that the libraries spent almost \$4 million on lawyers' fees fighting a number of years ago. During the fight, the only way to stop those fees was to agree to negotiation. While we were fighting, approximately \$8 million was withheld from the libraries while we were negotiating the details.

Mr. Corrigan stated that as a part of our argument, what did not exist back then, is the support among the tax payers in our district, which none of the other libraries have.

Mr. Corrigan stated that Cleveland Public Library has 5 mills and Cuyahoga County Public Library does not have 3 mills.

Director Thomas stated that there is no easy way. The County with its power base could make the argument on circulation and population. However, with the addition of Rocky River Public Library joining CLEVNET, our argument is strengthened.

Ms. Krenicky stated that the Library's second largest revenue is the General Property Tax Revenue. The Library is currently certified at \$23.96 million. This makes up 48% of our total revenue. Our certification is down \$5.4 million from 2009.

Ms. Krenicky reviewed a slide that showed the history and projection of the Library's two primary revenue sources (PLF/Property Tax) together and noted the following:

- In 2000, PLF was 54% and Property Tax was 33% of total revenue.
- In 2016, PLF was 41% and Property Tax was 49% of total revenue
- In 2004 - 1 mill continuous & 5-Yr 5.8 mill began (3.0 mill replacement & 2.8 mill increase) levies
- In 2016 1 mill continuous & 5-Yr 5.8 mill renewal levies

Ms. Krenicky's presentation continued as she reviewed the following factors that influence our primary revenue source:

#### Public Library Fund

- The state's revenue budget and the agreement between the 9 County Libraries
- HB64 (State's FY16-17 budget bill 7/01/15-6/30/17) increased the PLF to a percentage of General Revenue Fund (GRF) taxes from 1.66% to 1.7% temporarily
- As of now, this will revert to 1.66% July 1, 2017.
- Our Public Library Fund Allocation Agreement terminates December 31, 2017

#### Our Levies

- Assessed Values (appraisals, abatements)
- Collection Rate (economy, delinquencies)

Ms. Krenicky reviewed the County Fiscal Officer's Estimated Assessed Valuations and noted that in 2017 the assessed value is \$4.69

Ms. Krenicky reviewed the Property Tax Collection Rate History and stated that CPL's collection rate in 2017 was 87.24%. Ms. Krenicky reviewed the collection rate of other Cuyahoga County libraries in 2017 noted that East Cleveland, the only library below us, had the lowest collection rate at 72.90%. Rocky River had the highest collection rate at 98.00%.

Mr. Corrigan stated that the amount of new housing and new projects tax abated in that same period in 2017 would more than make up the \$7 million difference. That

is how much development that there has been and has been all tax abated.

Ms. Krenicky reviewed the Delinquent Tax History and stated that in 2001, we began with over \$6 million in delinquent taxes and capping in 2015 at \$23.8 million. In 2017 we are at \$11.4 million in delinquent taxes. The reason for the decrease from 2015 to now is that the hospitals went from taxable status to exempt status. They were sitting in our delinquent numbers, inflating it due to the pending exemption. In 2016, the hospital exemptions were removed from our delinquent number; it should improve our collection rate moving forward. Cleveland Clinic and UH own \$1.6 billion of property in Cleveland.

Ms. Krenicky stated that the Library has a 5 year \$5.8 mill. operating levy which expires in 2017; the last collection year is 2018. The Library also has a 1 mill. continuous levy without an expiration date.

Ms. Krenicky stated that the 2017 General Fund Total Resources Available totals \$71.6 million which consists of an Unencumbered Balance is \$21.35 million and Certified Revenue is \$50.3 million. Our Appropriation is currently set at \$56.30 million and our Certified Revenue is at \$50.30 million. To have a balanced budget, our Certified Revenue should equal our total Appropriation. Our Appropriations are exceeding our Certified Revenue by \$6 million. If needed, that excess will be taken from the Unencumbered Balance.

Ms. Krenicky reviewed the 2017 General Fund Operating Appropriation: Salaries & Benefits total \$37.11 million; Supplies - \$1.08 million; Purchased/Contracted Services - \$10.11 million; Library Materials - \$6.75; and Cap/Other - \$1.25 million.

Ms. Krenicky noted the following percentages of the Operating Revenue: Salary/Benefits at 74%; Library Materials at 13%; and Other at 25%.

Ms. Krenicky's presentation continued as she reviewed a history of the Library's Revenue & Expenditures during our last levy in 2008. In 2009, we collected \$67 million in revenue and expended \$63 million. Our revenues exceeded our expenditures by \$3.7 million.

Ms. Krenicky stated that this year, we also transferred \$3 million to the Building and Repair Fund and our revenues still exceeded our expenditures with a \$25 million Unencumbered Balance. We should maintain at least 3 months of Operating Expenditures in our Unencumbered Balance. This history shows that our Revenue is drastically declining. From 2009, we received \$67 million in revenues and in 2013 we received \$55 million in revenues. Every year, our revenues exceeded our expenditures. We transferred money into our Building & Repair Fund, \$3, \$5 and \$10 million respectively in 2009, 2011 and 2012.

2015 was the first year that we dipped into our Unencumbered Balance because our expenditures exceeded our revenues. We did again in 2016. Currently, we are unable to get our appropriation down to equal our certified revenue. If we continue in this direction, we will have a negative cash position. At the end of this year, we are estimating a \$14 million Unencumbered Balance. We should be maintaining 3 months Operating Expenditures which is \$14 million for the Library.

Ms. Krenicky stated that the Building and Repair fund accounts for monies set aside by the Board of Library Trustees specifically to fund capital projects, technology, and other assets, and for repairs, improvements and maintenance of library facilities. At the end of February, our cash fund balance was \$11.6 million. Including the encumbrances, this leaves us with \$10.3 Unencumbered Balance.

The Board has approved budgets for the following: Remaining Safe, Warm & Dry; Main Library Reconfiguration Plan-2; Remaining South Branch Project; Cleveland Digital Public Library Project - Phase 3; Glenville Parking Lot; and Main Library Heat Conversion. These budgets are still left available for the projects for which the Board has approved. If this amount is not used, it will go to the Unencumbered Balance that we could use. We are estimating that at the end of this year, we will have \$1.9 million Unencumbered Balance in our Building & Repair Fund for our Capital improvements projects.

Mr. Hairston asked how determinations are made on what expenditures come from the Unencumbered Balance.

Director Thomas stated that decisions and determinations have already been approved by the Board.

Mr. Hairston asked for an update on the Glenville Parking Lot.

Director Thomas stated that the Library spoke with Councilman Conwell who indicates that there may be no funds available.

Mr. Seifullah asked for an update on the proposal to utilize the Glenville parking lot for senior housing residents.

Ms. Dodrill explained that the Library had been contacted by an individual who was interested in developing surrounding buildings for residential housing for seniors and desired to purchase the parking lot for the residents. However, based on our initial agreement with the Landbank, the Library is required that the space be used for a parking lot for the Library.

In response to Mr. Corrigan's inquiry, Ms. Dodrill stated that she was unaware if that decision would affect the development of the residential project proposal.

Ms. Krenicky stated that although the Library is stable now, we have a challenging future. We have a healthy General Fund unencumbered balance, but we are appropriating over certified revenues. If we continue to do this, we will be in trouble.

Ms. Krenicky summarized the following:

12/31/2016 Unencumbered Balance with transfer out = \$20.3m

Certified Revenue	= \$50.3m
Appropriation	= \$56.3m

12/31/2017 Estimated unencumbered balance = \$14.3m

- 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 2017's appropriation, that is about \$14m.

- The General Fund will not be able to transfer funds to the Building & Repair Fund for major capital and technology improvements and other capital assets that include the renovation, construction, repairs and maintenance of the Library's branches that is desperately needed.
- Our Building & Repair Fund is estimating to have a \$1.9m unencumbered balance at the end of this year, including Board approved projects.
- We need to get on track of appropriating up to our certified revenue and stop "deficit" spending.
- In 2018, our appropriation will need to equal our certified revenue.

### **Building Status**

Joyce Dodrill, Chief Legal Officer, gave an overview of the capital projects that are currently underway:

#### **Safe, Warm and Dry**

- Status: design phase. Bidding April.
- Anticipated construction period: August 15, 2017 to September 2018

#### **South Renovation**

- Status: construction document design phase. Bidding April. GMP June.
- Anticipated construction period: August 1, 2017 to April 2018.

#### **New Martin Luther King, Jr. Branch**

- Status: Library is commencing architect design competition. Applying to Cleveland Foundation for a grant. LAND Studio to assist with design competition process
- Anticipated commencement of construction: 2018
- Budget: Not yet determined. Contractor contributing \$5.2 million. Library Administration believes 15,000 square foot building will not be large enough to address community needs, particularly

large meeting space for community programs.  
 Estimate for 20,000 square foot building is \$9.4

Ms. Dodrill stated that because of a potential funding gap, the sources for additional funding would be a discussion topic for the Board to consider. Another Board Work Session will be scheduled to discuss this and other buildings needs.

### **Critical Maintenance Needs**

Ms. Dodrill explained that these needs are maintenance and repairs requiring immediate attention and are Non-Safe, Warm and Dry branches. These repairs are basically roof tuck pointing, electrical, HVAC humidification, etc. Because there were a number of years with no preventive maintenance, we now have multiple buildings with leaking roofs and structural problems that need immediate attention.

Brooklyn:	(estimated cost \$430,000)
E. 131 St.	(estimated cost \$381,500)
Eastman:	(estimated cost \$503,000)
Fleet:	(estimated cost \$280,000)
Fulton	(estimated cost \$350,000)
Hough:	(estimated cost \$246,000)
Lakeshore:	(estimated cost \$2,471,000)
Mt. Pleasant:	(estimated cost \$519,000)
South Brooklyn:	(estimated cost \$466,000)
Sterling:	(estimated cost \$454,000)
Union:	(estimated cost \$700,000)
Walz:	(estimated cost \$610,000)
	NOTE: estimate for replacement of retaining wall is pending.
West Park:	(estimated cost \$540,000)
	NOTE: estimate for repair of collapsed wall is pending.

Ms. Dodrill stated that the estimated critical maintenance costs, excluding Walz and West Park retaining walls, totals \$7,950,500.

Ms. Dodrill stated as a discussion topic, the Board would need to consider if it is in the best interests of the Library to continue to operate all these branches and invest money in them.

In response to Mr. Hairston's inquiry, Tim Murdock, Director of Property Management, confirmed that there are roof structure issues at the Lake Shore Facility including the Technical Services Department.

Eric Herman, Capital Projects Manager, stated that for all of these roofs, the insulation is wet. Once the insulation becomes wet, the insulation is no longer effective. As a result, the Library spends more money to heat or cool the building. When the roofs are repaired, the insulation must be removed and replaced as well. If the roofs are repaired and new insulation is placed on the old insulation, the moisture in the old insulation will seep into the new insulation.

### **Long Term Maintenance**

Ms. Dodrill stated that moving forward, the Library will develop a long term maintenance plan for its facilities to ensure that preventive maintenance is carried out routinely to avoid situations where capital expenditures must be made on an emergency basis.

Some long term maintenance items that have already been identified include:

- Fire alarm replacements, additional security cameras, and lighting upgrades in branches (estimated cost \$1,009,000)
- Repair and replacement of parking lots in branches (estimated cost \$103,500)
- Replacement of heating systems in branches (costs not yet determined)
- Main Building: roof, tuck pointing, elevator, masonry (estimated cost \$1,174,000)
- LSW: elevator, electrical, masonry (estimated cost \$247,000).
- Main Building and LSW: power washing of exteriors (cost undetermined)

Total identified costs to date: \$2,533.500

Ms. Dodrill stated that although these items are not critical, if left undone will become a problem. The discussion topic for the Board to consider is the potential sources of funding.

Ms. Dodrill stated that one way to fund the long term maintenance is to the increase the millage in our levy. Ms. Dodrill gave the following update.

#### LEVY PREPARATION

1. Stifel & Nicholas: Library has entered into contract with Stifel & Nicholas for municipal financial advisor services. Stifel is analyzing different levy options (renewal, replacement, increase, etc.) with a focus on the difference in a) revenues to library, and b) cost to taxpayers.
2. Burges & Burges: Library is negotiating a contract with Burges to gather information about the perception of the Library in the community through interviews with selected community leaders and a survey to the overall community to determine whether to place levy on fall ballot.
3. Bond Counsel: Legal has requested quotes and proposals from three Bond Counsel firms to provide advice with regard to capital planning and levy strategy in order to best situate the Library for a voted bond or PLF note issuance in 2018. Bond firms include: Calfee; Squire, Patton & Boggs; and Bricker & Eckler.

Mr. Corrigan asked if the School District has confirmed that the Library will be permitted to select the bond counsel and underwriter.

Mr. Corrigan further explained that in the past there was a question of was who was going to be bond counsel and who was going to be underwriter. Former Director Marilyn Mason assumed that the Library would be making that decision. The School Board stated that the Library was not permitted and would have to sue the School Board to get it put on the ballot. Because it is the School Board's tax district, it is not presumed that the Library will be making that selection. The School Board must approve the selection.

Ms. Dodrill stated that if the Library issued PLF notes, the School Board would have no say whatsoever.

Mr. Corrigan asked about voted bonds.

Ms. Dodrill stated that they would have no legal authority to take the position to refuse to approve the levy but could understand how they could raise questions.

Mr. Parker stated that it would be different now that we are under mayoral control and recommended that it would be beneficial to still confirm that fact.

Ms. Dodrill identified the following levy discussion topics for the Board to consider include:

- Renewal vs. replacement of 5.8 mill levy
- Replacement of 1 mill levy
- Length of renewal or replacement levy (5 years, 10 years, continuous)
- Increase of 1 mill or 5.8 mill levies
- Separate levy for additional millage

Director Thomas stated that it was important for the Board to understand everything. The Advocacy Taskforce would gather all of the information when it is available and provide a recommendation to the full Board.

Mr. Siefullah asked what would be the difference to continue or replace the 5.8 mill levy.

Ms. Krenicky stated that if we continue the 5.8 mill levy, it will continue at the level where we are certified. If the levy was replaced, the Library would be certified at current assessed values and this may be lower than where we were originally certified.

Ms. Dodrill stated that it would probably not make sense to replace it. Homeowners would lose the State reimbursement of the Homestead Exemption, which will cost the taxpayer.

Mr. Siefullah stated that we would either continue the levy or put a new one on the ballot.

Mr. Hairston stated that the Library will not get political support with an increase in taxes. The message that notice of a tax increase will not be received favorably.

Ms. Dodrill stated that if we were to add a 1 mill levy, the taxpayer who owns a \$100,000 home will pay \$35/year.

Director Thomas stated that although this seems very minimal, the perception should be seriously considered. The Library has engaged Burges & Burges to help determine the public perception.

In response to Ms. Butts' inquiry, Mr. Corrigan stated that approximately 80% of new housing is tax abated.

Mr. Siefullah stated that whatever amount we need to continue to operate at the current level of services will be to either continue and make improvements or consider cutting services to closing some branches. If we do not get the improved revenue, we will have no alternative.

Ms. Rodriguez stated that if we had to close some branches, many of them are so close that patrons would go to the next available branch for services.

Mr. Hairston stated that if it came down to closing branches, this Board will have to make the decisions on the criteria.

Mr. Seifullah stated that this is what we need to continue a certain level of services and we are going to ask the public to support it. If tax payers and patron say that they are unable to support it, we will have to make them aware of the alternatives.

Ms. Rodriguez stated that it is important for this process to be completely transparent.

In response to Ms. Butts' inquiry, Ms. Rodriguez stated that there is a possibility that some branches may be closed.

Director Thomas stated that a 1 mill increase which would be approximately \$35.00 per year for an individual would bring in around \$4 million per year. With that extra \$4 million coming in, the Library would be able to

turn that around into PLF notes that could be about \$40 million in PLF notes.

Ms. Krenicky stated that for about \$2.5 million, it would be about \$40 million. With that, we could borrow up to \$50 million of which we would continue to pay back. These funds would provide us the income that would allow us to fix our buildings.

Director Thomas stated that we need the time to create an overall capital plan. We should not be fixing roofs and then closing the building the following year. These funds will give us the money to address immediate needs and allow us time to create a larger plan to determine if we can close two branches that are in close proximity and build a new branch located in the middle that will accommodate those communities. This will also help us with staffing issues as well. A plan like this will allow us to close those buildings that have major maintenance and repair costs on them.

Ms. Butts expressed disappointment that because of the neglect of preventative maintenance, roofs have become so bad that insulation is now damaged.

Mr. Herman stated there is an issue with Old Memorial Storage located on East 152<sup>nd</sup> Street. To sell the building would be difficult. As a result of the damaged roof, there is now structural damage that the cost to make that building safe and whole is more than the value of the building. If action is not taken, our buildings will continue in that direction.

Ms. Dodrill stated that Northeast Shores Development Corporation has expressed interest in owning that building. The possibility of deeding that building to them has been discussed.

#### Labor Union Negotiations Update

Cindy Lombardo, Deputy Director, stated that the Library has been in active negotiations with both Unions and provided the following update:

#### SEIU 1199 Negotiations Update

- Negotiations began in September 2016.

- Negotiating teams met nine times between September 2016 and the end of January 2017.
- FMCS mediation scheduled for 3/22/17.

Ms. Lombardo stated that although some progress was made on some small issues, the talks were stalled.

Ms. Butts asked for clarification on FMCS mediation.

Ms. Lombardo explained that Federal Mediation Conciliation Service provides trained mediators at no cost.

Ms. Lombardo reviewed the following significant issues at which there has been little progress:

- 5-district model (This affords the Library the opportunity to move staff members as needed between branches within the same district.)
- Post-accident drug testing
- Transfer language (The current contract asks for volunteers with branches over complement which hampers the Library's ability to move union members when needed.)
- To date the Union has declined to offer a wages proposal.

Mr. Hairston asked for clarification on branches that are over complement.

Ms. Lombardo stated that branches are assigned a specific number of staff and positions to effectively run the branch. If the branch is over complement, extra persons than are required are available at the branch.

John Skrtic, Director of Public Services, stated that this language is difficult as there are no braches over complement.

Ms. Lombardo stated that as a result, we have no pool of people to move around.

#### 860 Negotiations Update

- Multiple negotiation sessions have been held beginning in May 2016.

- Arms presentation was given by the Union on September 8, 2016.
- Mediation was held on January 10, 2017.
- Fact-finding is scheduled April 4, 2017.
- Proposals and counter-proposals continue to be exchanged.

Ms. Lombardo stated that we have made some progress with 860. The following are significant issues that are pending:

- Arming officers (insurance, type of arms)
- Post-accident drug testing
- Number of fixed posts

Ms. Lombardo clarified that fixed posts are locations where officers continually stay. This limits our ability to move staff around as needed.

Ms. Rodriguez asked if drug testing was a requirement.

Madeline Corchado, Director of Human Resources, stated that drug testing is not a requirement. The Library tests prior to hiring employees. However, post-accident testing or reasonable of suspicion is subject to bargaining.

Ms. Lombardo stated that there is a potential cost savings to the Library if we implement post-accident drug testing. We may be able to deny certain claims if the drug test comes back positive.

Mr. Seifullah stated that this seems such a reasonable expectation.

In response to Mr. Seifullah's inquiry, Ms. Dodrill confirmed that there are no libraries in the State that have armed security personnel that are employees.

Ms. Lombardo continued her presentation and shared the following negotiation-related challenges:

- Increase in the number of employee related grievances
- Heighten tension among employees

- Increase in the number of information requests filed by both Unions
- Impact of the workload of the HR staff and the Library's negotiation team members

Mr. Corrigan asked how many grievances are outstanding.

Ms. Corchado stated that we have no outstanding grievances because we hear and respond to them in a timely fashion.

Mr. Corrigan asked what was the increase in grievances from 2015 to 2016.

Ms. Corchado stated that although she did not have that information available, she would provide it.

Ms. Lombardo stated that the Union is requesting that everything go to mediation. If it is not mediated, then they want to take it to arbitration. This is partly because it is contract negotiations time as well as the level of accountability has risen over the last few years. When the level of accountability raises so also does employee push back. Things that were once tolerated or ignored is no longer the case, as it should be.

Mr. Hairston asked if there were any health insurance issues.

Ms. Lombardo stated that our health insurance is done and remained with a flat renewal.

In response to Mr. Seifullah's inquiry, contracts expired at the end of 2016.

Ms. Dodrill stated that this is the first contract for 860.

Mr. Corrigan stated that it is important to remember that it is always retroactive from the expiration of the last contract.

Director Thomas stated that it is important to understand that the results of the election may have caused some tension among employees.

Director Thomas stated that while we have many challenges to our future, we have staff in place who can resiliently work through issues. The Director thanked the Board for allowing Library leadership and management to create more flexibility within the organization.

In response to Mr. Parker's inquiry about future Board Work Sessions to look more closely at the issues presented, Director Thomas propose that the Board either:

- (1) Schedule several Board Work Session in place of or just before Finance Committee Meetings to address issues in smaller segments; or
- (2) Schedule the Board Work Session on a Saturday to address issues at one time.

After discussion, Director Thomas recommended that a 90 minute Board Work Session be scheduled to review in depth the issues that Ms. Dodrill recommended that the Board consider.

Ms. Dodrill stated that we are on a very tight time schedule with regard to the levy as two resolutions need to be prepared for the School Board; the first in April or May and the other by June.

Ms. Dodrill stated that she believed that the Advocacy Taskforce was going to have a presentation by Stifel & Nicholas in April followed by a presentation from Burges & Burges in May and will make a recommendation to the full Board in May.

Director Thomas stated that since the Advocacy Taskforce is scheduled to meet on April 10, 2017, an education session can be planned for the regular Board Meeting on April 20, 2017 to update the Board.

Discussion continued about the possibility of closing branches and what type of criteria would be required to make those determinations.

Mr. Herman advised that the facilities reports be revisited for those discussions.

Ms. Dodrill recommended that the Knowledge Office prepare information regarding branch circulation and usage.

Director Thomas stated that when we move forward with the levy, it is important to communicate how we are going back out to get the support to build the libraries that we need. None of these buildings are the buildings that our communities deserve. The plan that needs to be developed will probably take two years to create. We need to announce that we are not closing buildings until we have an accountable plan prepared.

Director Thomas stated that the community deserves and would prefer better buildings. Other library systems have invested in new buildings for their patrons. Columbus has spent \$102,000,000; Dayton \$187,000,000; and Cuyahoga County \$137,000,000 for new libraries. Our patrons deserves new buildings as well.

After thanking the Board for their time and commitment, Ms. Rodriguez adjourned the Board Work Session at 1:38 p.m.

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Maritza Rodriguez  
President

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Thomas D. Corrigan  
Secretary