

CLEVELAND PUBLIC LIBRARY
Minutes of the Board Work Session
November 8, 2014
Carnegie West Branch Meeting Room
9:00 A.M.

Present: Ms. Rodriguez, Mr. Corrigan, Mr. Hairston,
Mr. Werner

Absent: Ms. Butts, Mr. Seifullah, Mr. Parker

Mr. Corrigan called the Board Work Session to order at
9:05 a.m.

State of the Library

Director Thomas stated that there was an urgency with which projects are going to be completed in the City of Cleveland in time for the Republican National Convention in the summer of 2016. He noted examples of the Global Center for Health Innovation, the pedestrian bike bridge that will link the Mall with the attractions on the lakefront, Public Square, the new County Building, Convention Hotel and University Circle's increase of 1,000 residential units. Growth is apparent throughout the City.

Director Thomas noted that Cleveland State University research indicates that the number of college-educated 25 to 34 year olds in Greater Cleveland increased by 23 percent from 2006 to 2012, with an 11 percent increase from 2011 to 2012. As a result, downtown library patrons will have varying and different needs.

Director Thomas discussed some of the perceived safety challenges in and around Public Square.

Director Thomas stated that he is recommending that Destination Cleveland list Cleveland Public Library among its top 50 venues to be submitted to the RNC for consideration. Since the library has the potential to be spotlighted during the RNC, thought should be given to the look and function of library spaces as well as its programming.

Director Thomas stated that the library was active in forming communities of learning; fighting community deficits; preparing for the future: CPL150; cultivating a global perspective; and innovating for efficient and sustainable operations.

Director Thomas reviewed the Library Journal Index list of 4 and 5 Star libraries. The Director noted that the Library received 5 Star in 2009, 2010 and 2011; and 4 Stars in 2012, 2013, 2014.

Mr. Corrigan stated that economic recession and rebound have always had an effect on library circulation. As economic conditions decline, library circulation numbers and attendance increase. Because electronic media use does not follow the same course, it is important that the library stay on the vanguard of those services.

Director Thomas stated that the library does include all of its emedia in circulation numbers.

Mr. Corrigan stated that some libraries have an automatic renewal process with the automatic renewal counting as a new circulation. Therefore, circulation statistics are inflated in ways that are inappropriate.

Mr. Werner asked how important is it for Cleveland Public Library to have a five star rating and how will it support us in accomplishing goals in our strategic plan.

Mr. Corrigan stated that the 5 Star ranking has relevance when the library advocates for funding on the state level. There is still classic unfairness in the distribution of funds we receive from the state. Cleveland Public Library is the last large city school district library in the State.

Anastasia Diamond-Ortiz, Knowledge Manager, stated that the profession as a whole is moving towards outcome based measurements. As the Library moves towards those measurements, we can tie our work and mission to those outcomes which may be more attractive to our funders and voters.

Mr. Corrigan stated that we have to find a way to stay competitive and aggressive. He stated that if there

were to be an income tax decrease it would affect the General Fund and funding for libraries and mental health organizations will suffer the most.

Director Thomas stated that a group has been created to review several outcomes for libraries to measure. Ms. Diamond-Ortiz is a member on that group. The Library will be among the first testers of the new measures. This information will be reported to the Board.

Carrie Krenicky, Chief Financial Officer, gave a detailed Financial Overview that included but was not limited to General Fund Revenues - 2014, General Fund Revenues - 2014 to 2015, General Fund Expenditures - 2014, 2015 Budget Allocations, General Fund - Current Appropriation with Target %'s allocated vs Projections, and Building & Repair Fund - Unencumbered Balance.

Lengthy discussion continued regarding delinquency tax collection rate, staff retirements, payouts and incentives, purchased and contracted services, and salary increases.

Timothy Diamond, Chief Knowledge Officer, gave a slide Powerpoint presentation overview of the history of the Library and change that was affected by Outside Forces, Leadership, Infrastructure and Services. Mr. Diamond shared examples of these changes.

Discussion continued about change cycles and periods of stability including library staff, leadership and board.

Main Library Consolidation - Phase 3

Rick Ortmeyer, Bostwick Design Partnerships, gave a powerpoint presentation on the Main Library Consolidation - Phase 3.

Mr. Ortmeyer's presentation included review of the 2010 Consolidation Plan Recap.

Brian Wahl, Bostwick Design Partnership, continued the presentation with an overview of work done in the Main Library, TechCentral and Cleveland Digital Public Library.

Director Thomas stated that a grand opening will be scheduled in early 2015.

Mr. Ortmeyer's presentation about Phase 3 continued with guiding principles for their work:

- (1) Strategic Goals
- (2) Organizational Structure
- (3) Design for a Re-imagined Main Library
- (4) Timeline
- (5) Budget
- (6) Next Steps

Karen Skunta, Karen Skunta and Company, discussed Phase 3 branding and wayfinding. Ms. Skunta emphasized the need to create an integrated system of naming for destinations, departments and collections, along with a visual coherence for the CPL brand. Wayfinding should guide patrons and visitors to all spaces easily and intuitively while supporting the CPL brand. Discussion continued regarding branded services and branding services in advance of their creation; levels of wayfinding that include vehicular wayfinding, pedestrian wayfinding, campus and patron wayfinding. The presentation continued about the usage of kiosks, temporary signage, digital opportunities and phased audio visual touch screens.

Mr. Ortmeyer's presentation continued about comprehensive design needs and specific spaces design including the First Floor/Brett Hall, Second Floor Louis Stokes Wing, multipurpose spaces and meeting rooms as well as a Discovery Center for Family and Children.

Discussion continued about the possible use of the second floor such as the Idea Center, exhibits, as well as possible space for the People's University activities.

Director Thomas stated the Science Center was interested in space at the Library and that the Children's Museum has had discussions about temporarily relocating at the Library and possible partnership opportunities. The Board will be updated accordingly.

Ms. Rodriguez asked if it was likely that hosting the Children's Museum in the Library would draw families to the Library.

Director Thomas stated that by allowing the Children's Museum to temporarily relocate at the Library, we would be able to gage the potential of attracting families.

Mr. Werner stated that he would like to see validation that using space in the library would draw parents and young children. He also mentioned that space on the first floor may be appropriate for tributes to the Stokes and Voinovich families.

Director Thomas stated that The Children's Museum has been successful in attracting parents and children at their present location to University Circle.

Mr. Ortmeyer stated that the first floors of Louis Stokes Wing and Main Library are the priority before the RNC. The second floor will be cleared while discussions on partnerships continue.

Mr. Corrigan stated that before decisions are made on space usage, we need to review the current numbers and determine the effectiveness of the location of that particular space.

Director Thomas stated that the urgency to change can move the organization toward positive change and that experimenting with space can be advantageous.

Mr. Werner stated that the first floors should be attractive and welcoming to visitors, residents and patrons.

Director Thomas stated that Brett Hall may be left as an open space which could be used as a venue and exhibits.

Mr. Corrigan cautioned that temporary moves should not be made permanent and stated that the Louis Stokes Wing lobby space is not an appropriate space for the Friends Book Sale.

After lengthy discussion about temporary library cards for visitors, ebook demand, partnerships, lobby spaces, entrances, dedicated monitors, handicapped accessibility, Mr. Ortmeyer stated that he would attend the November Finance Committee Meeting to discuss Main Library Consolidation - Phase 2 Re-Defined. Work would begin in 2015 and be completed by 2016.

Revitalization

Mr. Diamond gave a presentation concerning library collections. The Collection Development Policy guides

decisions on what the library collects, in what format it is collected, and how long we keep it. Decisions about relocating collections should be made in a thoughtful way. Currently, the library's off-site storage solution is at Lake Shore Facility. This solution was meant to be a 20 year solution which expires in 2019. Alternatives for long-term storage solutions should be considered.

Case Western Reserve University is looking to build an off-site storage repository and have invited other institutions to consider joining them. Dialogue with Case Western Reserve University continues.

Reorganization

Mr. Diamond's presentation continued with an update on the CPL150 Taskforce chaired by Mr. Werner. Group 1 Branches are South, Fleet, Sterling and Woodland. Advisory groups in each neighborhood are being formed. The first Public Meeting will be at South in early December. Group 2 Branches are Mt. Pleasant and East 131st, Brooklyn and South Brooklyn. Interviews with stakeholders in these neighborhoods are being scheduled with councilpersons and community development corporations. Focus Groups in Mt. Pleasant will be scheduled in November and December.

Cindy Lombardo, Deputy Director, gave a presentation on the Safe, Warm, and Dry update. She stated security camera installation was in progress, the centralized monitoring system has been implemented and additional AEDS have been installed.

Ms. Lombardo stated that many 2014 staff training programs focused on diversity but several incorporated elements related to safety. She note the following trainings: Ohio Ethics, Diversity 101, 5 Generations in the Workplace, LGBTQ, Navigating Workplace Issues: Exploring the Value of Effective Communication, Dealing with Difficult Patrons, Customer Service, Crisis Communication, Introduction to Workplace Violence Prevention.

Projected safety training for 2015 will include: Rape Aggression Defense, Violent Intruder Response Strategies, AED Refresher, Fire Extinguisher Training,

Documenting Workplace Accidents, and Preventing Slips, Trips, and Falls.

Ms. Lombardo gave the following update on Safety and Protective Services staffing: G4S contract ends in June 2015 and the new contract will go out for bid; currently hiring 9 new part-time and 2 new full-time SPS officers; adding two mobile patrol units for a total of five mobile units; and mobile patrol units will mirror the five CPL districts, allowing faster response time, coordinated response, and closer relationships with CPL.

Ms. Lombardo continued with a Facilities update and stated that a proposal will be requested from Westlake Reed Leskosky to prepare documents to go out for bid for critical and serious conditions at selected branches.

Discussion continued about staff safety and response times and system wide training curriculum.

Ms. Rodriguez asked for an update on critical and serious conditions identified by Westlake Reed Leskosky.

Ms. Diamond-Ortiz stated that an electronic format will be available to the Board on the Board website soon.

Joyce Dodrill, Chief Legal Officer, stated that in order to make facilities changes, the library will have to consider issuing debt. Ms. Dodrill gave a presentation on Bond/Levy Financing Options that included: Voter Bond Issue; Public Library fund Notes; and Revenue Bonds.

Ms. Dodrill stated that before bonds or notes can be issued, a preliminary building plan needs to be created and costs determined.

Ms. Dodrill reviewed the following potential building opportunities:

- (1) Martin Luther King, Jr. Branch. City of Cleveland's RFP for police station at 10600 Chester will be sent out in December. Opportunity to include reference in RFP to expanding footprint to include MLK branch in exchange for a developer building a new branch to replace MLK. Market value \$850,000 - \$900,000.

- (2) Zack Reed, Ward 2 Councilman. Proposes closing E. 131st Street Branch and Mount Pleasant Branch and constructing new branch at E. 131st and Union as a part of recreation center expansion
- (3) South Brooklyn. Applying for a grant funding to build a cafe with programmable community space in Branch.
- (4) Temporary South Branch. Two year lease term expires January 15, 2015, and one-year renewal term expires January 14, 2016.

Lengthy discussion followed about Martin Luther King, Jr. Branch, possible renovation, location and accessibility, impact from the new Cleveland School of the Arts,

Mr. Diamond stated that the CPL150 Ad Hoc Committee may wish to consider moving MLK from Phase 3 community engagement to sooner rather than later.

Mr. Diamond gave an update on CLEVNET and stated that the CLEVNET Directors Panel met in in August and September to discuss the future of CLEVNET. Their concerns were: Vision, Fiscal Transparency, Staffing and Voice.

The Panel would like assurance from the Library Board that future Board members and future director will remain committed to the CLEVNET model. Mr. Diamond recommended that the Board reaffirm their commitment with a resolution and/or by attending an upcoming CLEVNET meeting.

Ms. Rodriguez asked that dates for the next CLEVNET meeting be forwarded to the Board so that they might attend.

Mr. Corrigan recommended that a resolution be presented at their next meeting in January.

Mr. Diamond stated that because the CLEVNET membership is new, they are unaware of the history of CLEVNET. The newer membership could benefit for being educated on the history of CLEVNET.

Discussion continued about changing leadership, strategic planning process, and the Library's commitment to CLEVNET.

Responsiveness

Ms. Lombardo gave a presentation on the Employee Enrichment Center and noted the following:

- Changing times and technologies increase the need for employee training and development for all employees
- Flexible space at Lake Shore facility
- Professional development resource library for employees
- Multiple formats (instructor-lead, e-learning, webinars, small groups, etc.)

The following training tracks will be available for employees:

- Core Courses/Programs
- Compliance
- Department/Agency Specific Needs
- Leadership Training/Topics

Sample training topics could include:

- **Core:**
 - Crucial Conversations
 - Safety and Security
 - Diversity and Inclusion

- **Compliance:**
 - Sexual Harassment
 - Workplace Violence
 - Drug Free Workplace

Public Services:

- SIRSI
- Special Equipment (Smart Tables, AWE, etc.)
- Patron Guidelines/Customer Service

- Property Management

- PERRP/OSHA
- Mental Health First Aid
- Specific Systems training

Leadership Skills:

- **Basic**
 - Ethics
 - Library Finances
 - Board Resolution Process and Authority
- **Core**
 - Strategic Plan
 - Performance Management
 - Policies and Procedures, Labor Contracts
- **Soft Skills**
 - Crucial Accountability
 - Project Management
 - Diversity and Inclusion

Crucial Conversations

- Teaches specific and practical skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics—at all levels of an organization
- Teaches employees how to speak and be heard and how to encourage others to do the same

Helps to create an organizational culture that promotes

- Identifying the best ideas
- Making the highest-quality decisions, and
- Acting on the decisions with unity and commitment

Lengthy discussion continued about staff morale, staff training including curriculum, timing, and budget.

Director Thomas stated that Human Resources staff will make a presentation at an upcoming board meeting on a proposal for staff trainings. Then it can be determined if the structure and timing are appropriate.

Director Thomas stated that The Friends of the Cleveland Public Library have budgeted to provide the Library with an additional \$20,000. They also believe that they can provide effective support in the area of advocacy for restoring the PLF. Unfortunately, the Friends cannot afford to pay a full-time salary. However, they are requesting that the Library contribute funding towards

the salary of a consultant who will provide advocacy support on behalf of the Library on State and local levels.

Mr. Werner stated that he would be interested in knowing the limits and restricts regarding advocacy for 501(c)3 organizations.

Director Thomas stated that although they are restricted from lobbying, they are permitted to educate on behalf of the Library.

Ms. Rodriguez recommended that Jason Jaffery, new Executive Director, Friends of Cleveland Public Library, attend an upcoming Board Meeting.

Mr. Corrigan stated that this advocacy position should not work counter to the Library's lobbyist and visions this proposed advocacy position more locally in building the Friends organization.

Director Thomas stated that the Friends is also looking to hire a volunteer coordinator.

Mr. Corrigan stated that we should think about this proposal and consider the interface between the advocacy and volunteer coordinator positions.

Ms. Diamond-Ortiz gave an update on The People's University. She stated that in addition to focus groups, the Leadership Team, staff and Board have met with Eric and Hallie Kogelschatz regarding the vision and the future of the Library. This process should be inclusive for patrons and community residents. The Library had a conversation recently with Mozilla regarding The People's University, courses, materials and digital badging. Cleveland could be used as a pilot for adult learning.

Director Thomas stated that The Peoples University is a complex idea and wants to ensure that the Board has a solid understanding of this initiative.

Mr. Corrigan stated that this is a spin-off of the Communities of Learning as outlined in the Library's strategic plan. This concept is free experiential learning, community based and Library connected. This concept is not an online lecture concept.

Ms. Diamond-Ortiz stated that this is an opportunity for people of different communities to come together around their experiences. They are looking for a university researcher to study and document the outcomes of adult learning.

Ms. Diamond-Ortiz stated that a strategic plan for the rollout of The People's University is being developed and will be available and presented to the Board in January. The next phase will be Activation with a launch in the fall.

Discussion continued about possible courses, speakers, badging as well as fundraising opportunities.

Ms. Dodrill gave a presentation about Grace Brody, Ph.D. Ms. Brody served on the faculty at the Mandel School at Case Western Reserve University and died in March of this year. Ms. Brody set up a trust and donated the house to her son who predeceased her. The sale of the home will go to the Jewish Community Federation. The residue of the trust will go to the Cleveland Public Library and the Cleveland Heights-University Heights Public Library. The Library should receive approximately \$500,000 after the Board approves the November gifts at the upcoming Board Meeting.

Director Thomas stated that it has been a while since the Library has received a donation of this size. It is recommended that these funds are used as a challenge to others to raise money for The People's University.

Discussion continued about publicizing this sizeable donation to the Library in hopes that others may wish to donate and support Ms. Brody's vision as well.

Mr. Corrigan adjourned the Board Work Session at 1:05 p.m.

Thomas D. Corrigan
President

Maritza Rodriguez
Vice President