

Cuyahoga County Public Library
Policy, Planning & External Relations Committee Meeting
Minutes
June 6, 2018
9:00 a.m.
Administration Building Auditorium

Call to Order

Board Chairperson Hajar called the meeting to order at 9:04 a.m. In attendance were Board President Shlonsky, Trustee Blakemore, Trustee DePiero and Trustee Leonard. Also in attendance were Executive Director Feldman; Deputy Director Strobel; Operations Director and Fiscal Officer Morgan; Communications & External Relations Director Rich, Human Resources Director Sample; Technical Services Director Barden; East Side Branch Services Director Bracken; West Side Branch Services Director Vicchiarelli; Literacy and Learning Division Director Jankowski; Assistant Marketing & Communications Director Rua, Assistant Development Director Marnecheck and other interested observers

The minutes of the December 11, 2017 Policy, Planning & External Relations Committee (PPER) Meeting were approved as presented.

Education Campaign Update

Director Rich stated at the last PPER Committee meeting on December 11, 2017, we gave an overview of what we intended to do with the public awareness campaign; helping to raise visibility of the various programs and services we have at the library. She stated we have now initiated the campaign, and the campaign theme is *Find Yourself Here*. As a refresher, the campaign shares the broader library story to increase awareness of the various library programs.

Director Rich stated that in fact the average Cuyahoga County resident is not aware of the Library's robust offerings: Innovation Centers, passport services; homework tutoring, career counseling and free meals. About 25% of all respondents mentioned that Cuyahoga County Public Library (CCPL) needs to advertise/promote their services and programs more in order to motivate more frequent CCPL visitation.

Director Rich stated our communication strategy is to connect and engage with Cuyahoga County residents. Through audience relevant touchpoints and created customer centric messaging that highlights unexpected library resources such as; transit, billboards & posters, NPR, Facebook, Instagram, and digital advertising. She stated the campaign initiated mid-March 2018.

Director Rich commented on the key metrics; 1. new cardholder growth, are we bringing people in to get a library card if they don't have one. This metric is still too early to gauge in the campaign. 2. Active cardholders, those who have a card, but not necessarily using the library. She stated we will look at our entire cardholder base and get last circ active date to see an increase overall percentage of cardholders we consider active. 3. Innovation Center & Video Recording Studio numbers is one of the key services that would be targeted in advertising to see if we are driving people to come in to use those services. We are seeing an increase in activity. Last year we had a total of 1,252 orientations and this year-to-date we have a little over 900.

Director Rich stated we are looking to infuse a little more creativity into the campaign. All CCPL staff and Board members will receive a t-shirt with campaign slogans. We will receive CCPL's annual report later this month, which features the *Find Yourself Here* campaign. We are re-wrapping our delivery trucks, which will have images of the campaign. She stated into the fall and next year, we will be working with Mitchell's Ice Cream and hoping to do some special branding events in September and October. She stated we have been working with Little Jacket on a couple of video vignettes of some of the services that we are highlighting stories as well we are capturing of our actual customers.

Executive Director Feldman commented on CCPL dress code policy, staff can wear a t-shirt if it's a library t-shirt, and distribution of t-shirts is a great way to put the campaign into the branches without investing a lot of money.

Executive Director Feldman stated that CCPL staff t-shirts are not purchased with tax dollars.

Leadership Competency Project Update

Deputy Strobel reminded us at our February 27, 2018 Board meeting we had a presentation from O.E. Strategies, where they shared the work they did defining Leadership Competencies. We discussed the competencies, performance evaluation process and organizational values. She stated the Board asked our staff to continue to refine the work and consider creating a values statement for the organization and introduce the leadership competencies as a precursor to a performance management system for managers and all staff.

Deputy Strobel stated this work will help us recruit, select, orient, train, develop and measure our leaders and our future leaders. She recognized the working group that helped deliver the leadership competency project; Director Sample, Director Bracken, Director Rich, Director Jankowski and herself. The values statement is We SERVE an acrostic which is easy to remember.

We...

Support each other.

Embrace change.

Respond to our communities.

Value diversity.

Emphasize reading and learning.

Deputy Strobel stated we feel the emphasis on our role as service providers makes helping our customers and each other a top priority. She asked the Policy, Planning & External Relations Committee if they agreed with the value statement. She stated if yes, we will go forward and introduce the value statement to the workforce. There were no objections.

Deputy Strobel stated our next tasks will be to introduce the leadership competencies to our leadership. These ten competencies represent the qualities and strengths we as leaders need to possess and develop to ensure our organization is strong and continues to evolve to meet community needs. She stated we need to go beyond and seek ways to create an experience that will imprint the competencies on our leaders to make sure they understand and embrace them at a deeper level.

Deputy Strobel stated we are now at that stage of developing that experience which will take place later this summer. We are coordinating small teams that will visit organizations in our region that excel in our competencies. She stated we will bring this learning back and share it among all the leaders and discuss in the context of our own environment facilitated by the Institute for Creative Leadership. When this deeper understanding of the leadership competencies is achieved, we will move forward with a performance management system that measures our strengths and our areas for development in relation to these competencies.

Executive Director Feldman commented the Board's support of our effort to embed new competencies, develop a values statement and experience a new performance management system is very important. She stated we appreciated the work the Board did around the competencies and we will keep the Board informed through the process.

Trustee Leonard commented he likes what we did with the values statement.

Expand Meeting Rooms to "For Profit" Organizations

Deputy Strobel stated we have a lot of meeting rooms that are not being utilized 100% and we get inquiries from businesses regarding the use of these meeting rooms outside of their office, because booking hotels and conference rooms can be expensive. She stated we started to explore if we could open up some of our meeting spaces to "for profit" entities. Our meeting rooms have always been for library use and non-profit community groups. She stated we discussed the possibilities and the primary reason is to maximize library utilization and make sure those meeting room spaces are used as much as possible. She stated looking at satisfying the needs of our local businesses and increasing the support from this important sector, we could likely attract new customers if they are coming in for a meeting. It could be someone who has never used the library before and that exposure is very valuable.

Deputy Strobel stated another possibility is creating a new revenue stream we would charge a nominal fee for the use of those rooms to "for profit" entities. How would we balance the need between the library needs for our own programs and the needs for non-profit and the needs for those "for profit" entities? What would we charge? How would we do that? How can we manage use? We still have an aversion to businesses using these meeting rooms to sell things. How would we oversee that? We would encourage businesses to use these meeting rooms for their own internal purposes for meetings. Would we limit to businesses or open up meeting rooms and charge for private events such as; baby showers, birthday parties, family reunions. There are area Libraries that allow that. The majority of our branches could take on this additional amount of activity and we could do this through the booking system easily. She stated we have not written a policy, and if the PPER Committee is interested in us pursuing this we will bring a policy in the future.

Executive Director Feldman commented we have a Foundation Board member who is a small business entrepreneur and he also belongs to a number of business associations who are "for profit" organizations. He has often asked not only to use our meeting rooms for the opportunity to have his meetings because it is much less expensive than renting a hotel and A/V equipment, but also because he is trying to encourage these businesses to become connected with us.

Executive Director Feldman stated there are businesses in other localities we would like to encourage a deeper connection with CCPL for sponsorships and volunteerism. We are building our core of volunteers for various programs for tutoring and homework centers. She stated it doesn't make complete sense, we tell them we want your employees to come and volunteer for us, but you can't use our rooms to train them.

Chairperson Hajar stated she did not know we were not renting to businesses. She commented this will be a great idea and she would like to see additional revenue coming in and encourages the creation of the policy.

Trustee Leonard stated he was also not aware there was a policy that restricted meeting rooms to just non-profit. He commented this would make sense and would bring in traffic that would otherwise not be here. If it is going to be “for profit” businesses, they have to be local residents. Trustee Leonard encouraged we contact some of the bigger recreation centers on how they manage or restrict their space and learn from them.

Executive Director Feldman stated the one exception has been the Parma-Snow Branch auditorium, we do have a policy that allows “for profit” organizations to rent.

Chairperson Hajar stated we shouldn’t make it overly restricted where we are taking on a burden of policing more than we have to. She stated the space being used to solicit library customers is something she wants to see in the policy. She commented we do not want the customer experience being affected.

Trustee DePiero commented he thinks it is a great idea. He stated priority for non-profit makes sense. He suggested we look at some of the peer Libraries around the state or the country and see what their policy is and what they do. He mentioned that in the policy the ability to exclude someone for example, wanting to have a bachelor party, we need to make sure we are non-discriminatory.

The Committee recommended to Expand Meeting Rooms to “For Profit” Organizations Policy be considered by the full Board.

Loan Policy Changes

Deputy Strobel stated these are minor policy changes. It is our effort to balance satisfying community needs with managing our budget. We are recommending reducing the Hoopla loan limits and the Kanopy loan limits because these are two products that charge by the check out. While we love to see people checking out as many items as possible it is very difficult to manage the budget not knowing what the demand will be. She stated we would like to start with both Hoopla and Kanopy. Currently the loan limits are 100 items per month, but it has had an impact on the budget and reducing limits to 50 per month has the potential savings of \$35,000 per year. This limit will satisfy most customers, but also manage our budget responsibly and 50 is consistent with our physical materials as well.

The Committee recommended that the Loan Policy Changes be considered by the full Board with the approved changes.

Naming Rights

Director Rich stated we developed the first Naming Rights policy in 2012 in the midst of our capital campaign when we were finding donors who were making substantial gifts that warranted naming rights. Over the past few years we have revised the naming rights policy. She stated we have two small changes. She stated as the building projects became less frequent we have been using naming signage that is not consistent with the size of the gift or architectural style and we had nothing in our policy that gives the Library some authority over the size or style and wording in the signage. Director Rich stated we want to add a note that we reserve the right to work with the donor and choose the size, style and wording of the recognition so we are appropriately recognizing gifts in a way that is reflective of the overall contribution.

Director Rich stated another Naming Rights policy change category is Commemorative Equipment or Furnishing. Over the past several months, we have had a number of groups or individuals who want to provide a commemorative bench or furnishing but are not ready to make a gift of size that would afford them naming rights for a small space or meeting room. She stated in our naming rights policy we don't have the opportunity to decline a gift or offer if it wasn't something we needed. Director Rich stated we want to revise the Commemorative Equipment or Furnishing category to give the Library the opportunity to accept or gracefully decline a gift. Director Rich stated we will work with the individual or group if we don't need the furnishing, and redirect them to something more appropriate, but there is nothing in the policy to give us this opportunity.

Trustee Leonard agreed with the Naming Rights Policy changes, seconded by Trustee Spangler.

The Committee recommended that the Naming Rights Policy be considered by the full Board with the approved changes.

Hot Spots

Deputy Strobel stated hot spots are small units; the size of a cell phone, that allow you to have internet access. Several Libraries across the country are beginning to lend hot spots to their customers with a great need. These hot spots would allow customers without home access to take advantage of digital resources and subscription services from the Library. We did some research regarding other programs across the country, but it's always been thought of as cost prohibitive because not only are you buying the device, you then have to pay for the unlimited high-speed internet access monthly fee.

Deputy Strobel stated we were approached by The Cleveland Foundation and they would like to do a special project with CCPL and the Cleveland Public Library (CPL) to provide hot spots in areas they call digital equity high need areas. We have four of those in our service area. The branches would be Garfield Heights Branch, Maple Heights Branch, Southeast Branch and the Warrensville Heights Branch. Those four areas have been determined by The Cleveland Foundation to have digital equity high needs and they would like to fund circulating hot spots for us. We are in process of the grant they initiated, and we are confident we will receive funding for this project. We would only circulate these hot spots from those four branches. She stated we are limited to a number of devices we can lend to people. We are eligible for 320 devices and we will divide them among those four branches and circulating them from there.

Deputy Strobel stated they would like to get this going before the school year and we will not have an opportunity to bring the policy to a PPER Committee meeting before then. She stated before we initiate this we will have to bring it to the Board meeting and recommend approval of this policy which will be consistent with our loan policy of lending for three weeks and then making the replacement cost of \$25.00. She stated should someone not return the device, the company that runs these will turn it off and it becomes useless.

Trustee Leonard asked what is the cost of these devices?

Deputy Strobel stated we are eligible for the discount rate program and each unit is a one-time cost of \$99.00 and \$10.00 per month for unlimited access, a total of \$120.00 a year for unlimited access to high speed. The total cost is about \$32,000 for the devices and \$40,000 for a year of access fees. The Cleveland Foundation will fund all the cost.

Executive Director Feldman commented that depending on the outcome of this first round we will look at other models and funding sources for additional hot spots. She stated Deputy Strobel has considered the idea of loaning hot spots to adults in our high school equivalency programs who typically live in areas that are digitally disconnected and work at home would be a challenge without the internet.

Trustee Leonard asked if we can expand hot spots to those that are homebound or disabled?

Executive Director Feldman commented the Telecom industry has low cost devices and low-cost internet connection.

Deputy Strobel stated we are eligible for 320 hot spots a year at this low cost and the year is July 1 thru June 30. We are looking to get funding and make this purchase through The Cleveland Foundation prior to the end of this year and then we will be eligible for another 320 at this low-cost next year. She stated because the discount program allows us to get into this business at a very low cost, we could look at expanding to homebound and disabled if not next year then the following year.

Deputy Strobel stated we will bring this policy to the next Board meeting to be considered by the full Board.

Executive Director Feldman mentioned the Middleburg Heights Branch opening on June 9th and hope to see everyone there.

Adjourn

Seeing no additional business before the Policy, Planning and External Relations Committee, Trustee and Committee Chairperson Hajar adjourned the meeting at 10:02 a.m.