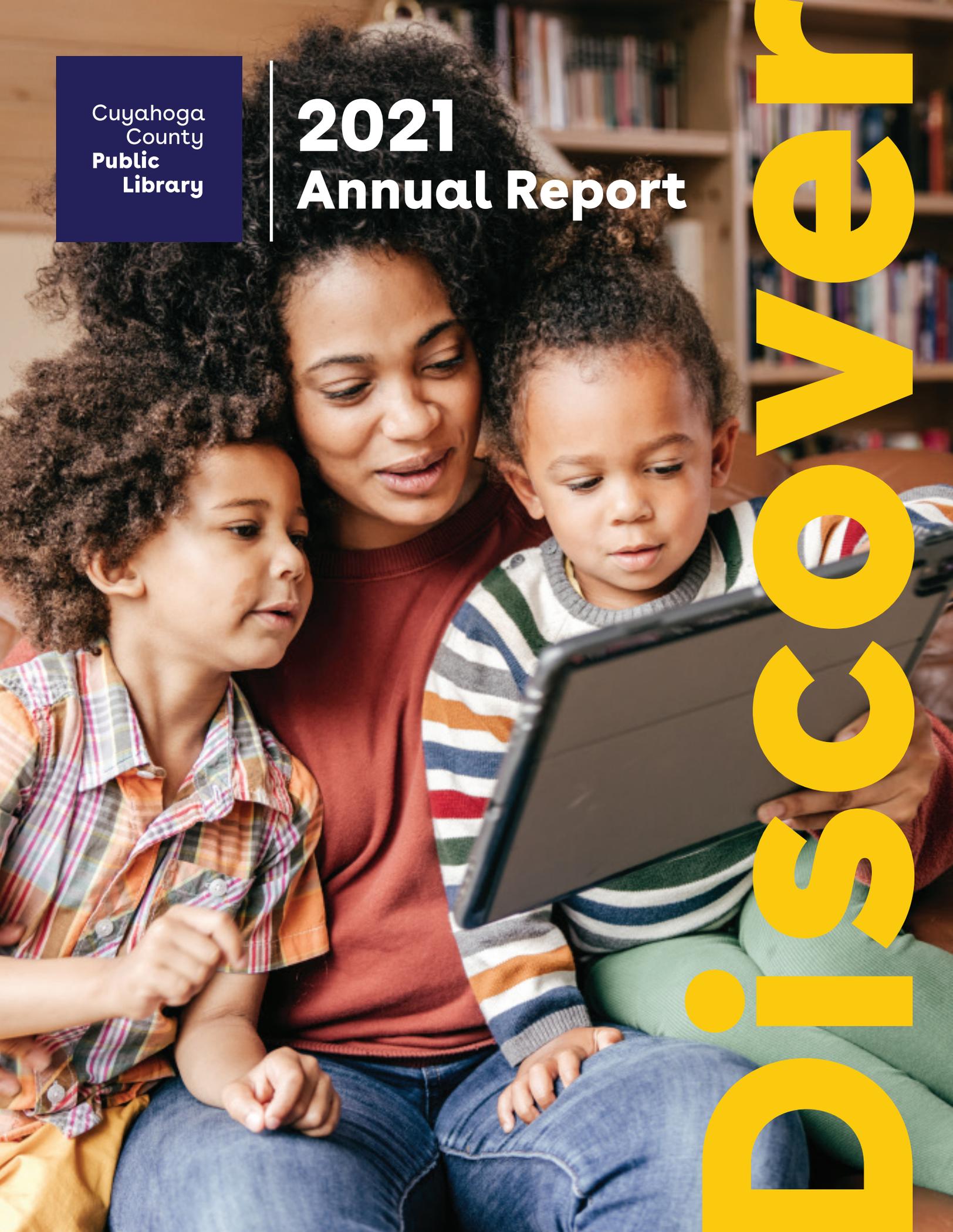


Cuyahoga  
County  
Public  
Library

# 2021 Annual Report

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This Popular Annual Financial Report (PAFR) is a summary of the Annual Comprehensive Financial Report (ACFR) for the year ended December 31, 2021. The financial data included in the PAFR is derived from the more detailed ACFR. Both reports are consistent with generally accepted accounting principles and guidelines established by the Government Accounting Standards Board. You can find both the PAFR and ACFR online at [cuyahogalibrary.org](http://cuyahogalibrary.org).

The data and listings in this report are accurate as of December 31, 2021.

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# Message from our Chief Executive Officer

**T**wo-thousand twenty-one proved that no matter how many curveballs are thrown at us, Cuyahoga County Public Library will continue to find ways to forge ahead and serve our communities. Our staff quickly adapted to our return to curbside/drive-through service while Omicron surged through Northeast Ohio. The processes we developed earlier in the pandemic made for a smooth transition to a modified service model.

While our buildings were closed to walk-in traffic, we continued to partner with the Ohio Department of Health to distribute COVID rapid test kits, which were in high demand through the fall and winter. In 2021, CCPL distributed 246,246 test kits.

We also set a new CCPL record for digital circulation with more than 2 million items borrowed. That momentum carried on into 2022 as demand for our digital content continues to trend upward. On January 4, 2022, our borrowers set a new single-day record for digital checkouts, borrowing more than 10,000 items.

Last fall, CCPL once again received a 5-star rating in *Library Journal's* (LJ) Index of Public Library Service (Index). Published annually, the Index compares U.S. libraries with their peers based on per capita output measures. Ratings of five, four and three stars are awarded to libraries that generate the highest combined per capita outputs. Two-thousand twenty-one marked the 13th consecutive year (2009-2021) that CCPL earned the Index's 5-star rating, and the 12th consecutive year (2010-2021) that we received *LJ's* highest overall score (1,932) among our peers.

Our not-so-secret recipe for success is, and has been, our deep commitment to providing excellent library service to our communities. Our collection is outstanding; our staff are knowledgeable, friendly and eager to help; and our programs are impactful, interesting and fun. We strive to be exceptional, and that is what keeps our customers coming back again and again.

As I look back on 2021, I want to thank our Board of Trustees, Foundation board members, Friends of the Library groups, community partners, elected officials and our outstanding CCPL staff members for their continued commitment to CCPL. Top scores and 5-star ratings are wonderful, but they don't happen without lots of people who care deeply about providing exceptional public library service. I would also like to thank Cuyahoga County residents for their continued support. We are here for them and because of them. The best library supporters in the nation are right here in Cuyahoga County.

Tracy R. Strobel  
Chief Executive Officer





## Message from the Board President

In a year marked by uncertainty, Cuyahoga County Public Library stayed the course, delivering on its commitment to high quality public library service for residents throughout Cuyahoga County.

As we navigated our second year in the pandemic, the Library remained a vital community touchpoint for many. Its rich collection of print and digital material gave readers and researchers access to content without interruption. CCPL staff intervened to help seniors and vulnerable populations when vaccines first became available.

The Library served as a key Internet connection resource for those on the wrong side of the digital divide. And, students turned to the Library for help getting back on track after more than a year of hybrid learning.

I joined the CCPL Board of Trustees several years ago because I am inspired by the work of public libraries. They are places where anyone can explore an idea, learn something new, or strengthen their connection to the community. As CCPL engaged in a strategic planning process during 2021, the many stakeholders who shared their perspectives clearly voiced their appreciation for the Library as a place where residents read, learn, create and connect.

William J. Leonard  
Board President

# About Us

Cuyahoga County Public Library was established in 1922 as a separate political subdivision governed by a seven-member Board of Trustees authorized by the State of Ohio.

Our Board of Trustees members represent citizens' interests while promoting the highest level of library service. Board members are appointed for seven-year terms by Cuyahoga County government and the Court of Common Pleas. Board members serve without remuneration.

Cuyahoga County Public Library serves 47 communities with 27 branches. Our administrative offices are located in the city of Parma.

## Our Mission

To empower individuals and communities by providing opportunities for all to read, learn, create and connect.

## Our Vision

We envision a thriving and inclusive Cuyahoga County where all residents benefit from and are inspired by Cuyahoga County Public Library's innovative resources, services and programs.



CCPL Staff value diversity and respond to the needs of our communities.

# Board of Trustees



William J. Leonard  
President (1)



Dean E. DePiero  
Vice President (2)



Allyn A. Davies  
Secretary (3)



Edward H. Blakemore  
Trustee



Patricia A. Shlonsky  
Trustee



Maria L. Spangler  
Trustee



Amira K. Thomas  
Trustee (4)

(1) As of January 25, 2022, Dean E. DePiero was elected President, (2) Allyn A. Davies was elected Vice President  
(3) Maria L. Spangler was elected Secretary, (4) Amira K. Thomas joined the CCPL Board of Trustees on March 22, 2022

## CCPL Leadership Team

**Tracy Strobel**, Chief Executive Officer

**Monique Good**, Chief Human Resources Officer

**Pam Jankowski**, Chief Public Services Officer

**Scott A. Morgan**, Chief Operations Officer/Fiscal Officer

**Hallie Rich**, Chief Communications & External Relations Officer

**Daniel Barden**, Technical Services Director

**Enda Bracken**, Branch Services Director

**Robert Dolan**, Finance Director/Deputy Fiscal Officer

**Izoduwa Ebose-Holt**, Human Resources Director

**Lane Edwards**, Branch Services Director

**Bridget Hawes**, Development Director

**James Haprian**, Information Technology Director

**Jeff Mori**, Facilities Director

**Rebecca Ranallo**, Literacy & Learning Director

**Rob Rua**, Marketing Director

**Caroline Vicchiarelli**, Branch Services Director

# Our Branches

## Bay Village Branch

Jessica Breslin, Manager

## Beachwood Branch

Amia Wheatley, Manager

## Bedford Branch

Eboni Dickerson, Manager

## Berea Branch

Cathy Schultis, Manager

## Brecksville Branch

Melanie Rapp-Weiss, Manager

## Brook Park Branch

Shayna Muckerheide, Manager

## Brooklyn Branch

Kathleen Sullivan, Manager

## Chagrin Falls Branch

Maryann Penzvalto, Manager

## Fairview Park Branch

Jesse Sanders, Manager

## Garfield Heights Branch

Megan Barrett, Manager

## Gates Mills Branch

Maryann Penzvalto, Manager

## Independence Branch

Melanie Rapp-Weiss, Manager

## Maple Heights Branch

Deva Walker, Manager

## Mayfield Branch

Julie Liedtke, Manager

## Middleburg Heights Branch

Ronald Block, Manager

## North Olmsted Branch

Andrew Harant, Manager

## North Royalton Branch

Becky Wendeln, Manager

## Olmsted Falls Branch

Andrew Harant, Manager

## Orange Branch

Anthony Furino, Manager

## Parma Heights Branch

Krista Tokarz, Manager

## Parma-Powers Branch

Holly Camino, Manager

## Parma-Snow Branch

Stacey Boycik, Manager

## Richmond Heights Branch

Julie Liedtke, Manager

## Solon Branch

Darlene Davis, Manager

## South Euclid-Lyndhurst Branch

Steve Haynie, Manager

## Strongsville Branch

Donna Meyers, Manager

## Warrensville Heights Branch

Ali Boyd, Manager

## Library Journal 5-Star Library

For the 13th consecutive year (2009-2021), Cuyahoga County Public Library earned a 5-star rating in *Library Journal's* annual Index of Public Library Service (*LJ Index*), a national rating system that promotes and recognizes America's best library systems. CCPL also received the *LJ Index's* highest overall score among libraries in its expenditure range for the 12th consecutive year. In its expenditure range, CCPL ranked first in per capita number of visitors and public computer use.

Learn more



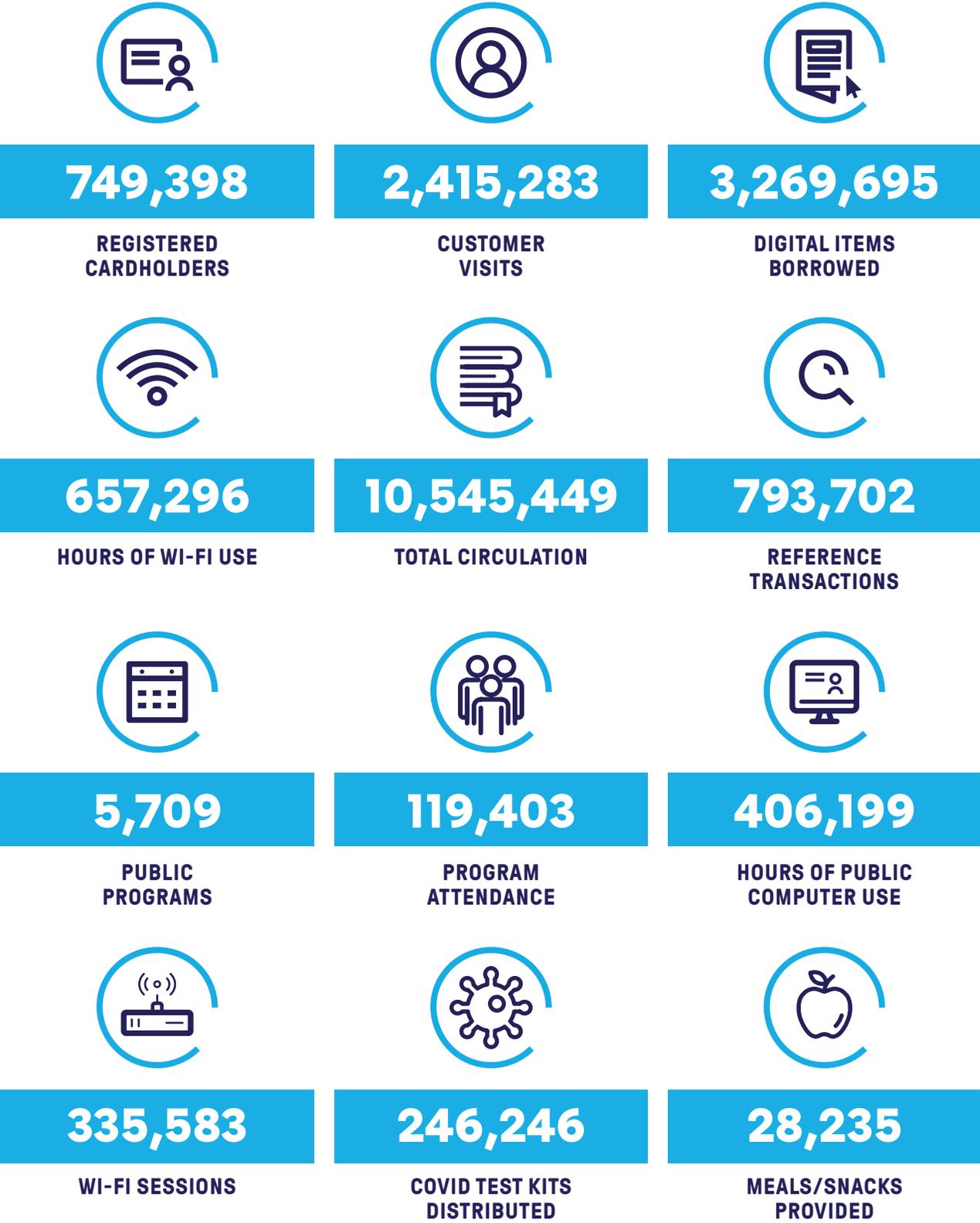
## Hours of Operation

**Monday - Thursday** / 9:00 AM - 9:00 PM

**Friday & Saturday** / 9:00 AM - 5:30 PM

**Sunday** / 1:00 - 5:00 PM

# 2021 Statistics



# Our Strategic Plan

With 99 years of experience under our belt (and over a decade as the nation's number one public library system), Cuyahoga County Public Library knows what makes a library work. What we sought to better understand in 2021 was our community's needs, hopes and goals.

We surveyed cardholders and interviewed mayors. We held focus groups with staff and local educators. We asked kids and teens. We talked to seniors. We listened. We reflected. And, we ultimately arrived at a new mission and vision for CCPL that describes who we strive to be today and where we want to go in the future.

We also developed a new set of goals and strategies to guide our work. If the past few years taught us anything, it's that three- or five-year plans mean very little when change on a global scale occurs. Our strategic plan serves as a framework for prioritizing resources and focusing operations. Each year, we will update the plan with tactics that we believe will best address the immediate and forecasted needs of the system and community.





## Goal 1:

Advance literacy and lifelong learning through innovative programs and services that meet the diverse needs and interests of our communities.

- Review and enhance programs and services for all generations of readers.
- Support student success through programs and partnerships with families, school districts and other community agencies.
- Contribute to the region's economic growth.



## Goal 2:

Prioritize connections with our customers and our communities.

- Build and enhance our reputation in the community.
- Strengthen relationships with community organizations and businesses to generate and expand Library support.
- Refine processes and partnerships to serve our communities through our dynamic, welcoming spaces and commitment to open access for all.



## Goal 3:

Nurture a culture of inclusion and respect that empowers staff and equitably connects our communities to opportunity.

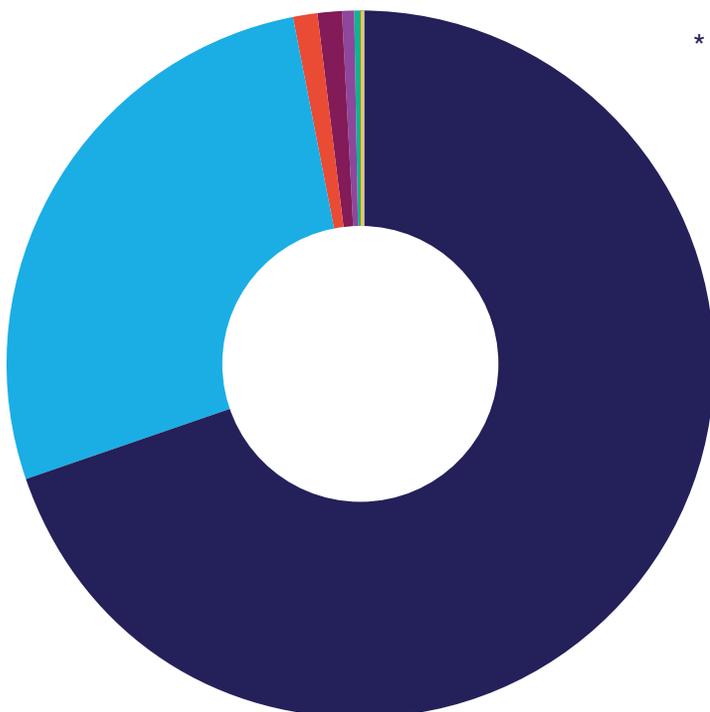
- Prioritize digital equity and inclusion.
- Integrate diversity, equity and inclusion into program and service planning.
- Integrate diversity, equity and inclusion into CCPL operations.

# Financials / General Revenue Fund

■ LOCAL PROPERTY TAXES	\$62,695,544
■ PUBLIC LIBRARY FUND	\$24,353,462
■ MISCELLANEOUS	\$1,021,681
■ CARRYOVER	\$947,748
■ PATRON FINES & FEES *	\$657,619
■ GIFTS & DONATIONS	\$63,658
■ INTEREST ON INVESTMENTS	\$12,622
■ SERVICES PROVIDED BY OTHER ENTITIES	\$5,016

**TOTAL \$89,757,348**

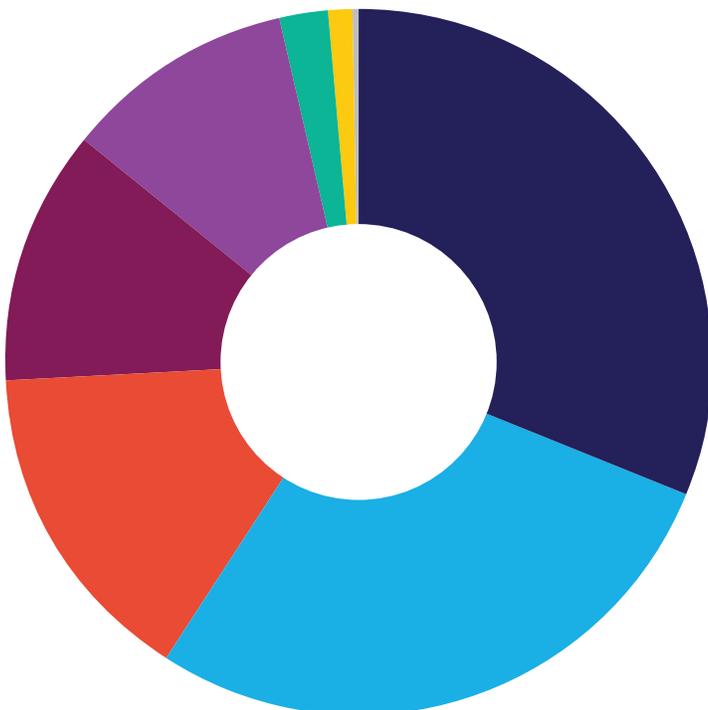
\* In January 2022, the Cuyahoga County Public Library Board of Trustees eliminated daily overdue fines.



# Financials / General Fund Expenditures

 SALARIES	\$27,721,272
 ADVANCES & TRANSFERS TO OTHER FUNDS	\$24,188,017
 PURCHASED & CONTRACTED SERVICES	\$13,287,559
 EMPLOYEE FRINGE BENEFITS	\$10,803,930
 LIBRARY MATERIALS	\$9,863,081
 CAPITAL OUTLAY	\$1,786,109
 SUPPLIES	\$1,001,571
 MISCELLANEOUS/OTHER	\$83,214

**TOTAL \$88,734,753**



# Navigating the Pandemic

## Shift to Remote Services

CCPL's branches were closed to walk-in traffic as a precaution against the spread of COVID-19 all of January 2021 and again from late December 2021 until mid-January 2022. Curbside and drive through service was provided during this period, as well as free curbside document services for customers who needed documents printed, copied, faxed or scanned.

## Library2You Expanded

In January 2021, we expanded the eligibility requirements for our Library2You homebound delivery service, making it accessible to seniors ages 60 and older, as well as county residents at increased risk of severe COVID-19 symptoms due to underlying health conditions.

## Vaccination Assistance

Helping our community access COVID-19 vaccinations was a key priority in 2021. CCPL collaborated with the Federal Emergency Management Agency (FEMA) to help county residents make vaccination appointments at the Cleveland State University Wolstein Center Mass Vaccination Clinic. FEMA sent registration support representatives to several CCPL branches to help underserved populations secure appointments. We received RTA bus passes to distribute to residents who needed transportation to get to their appointments, and a limited number of vaccine appointment access codes that allowed our staff members to register customers by phone or in person. With United Healthcare and vaccine providers, CCPL branches also hosted vaccine pop-up sites throughout the summer. The outdoor sites took place in tandem with visits by the GCFB's mobile food pantry of 2021.

## COVID-19 Test Kit Distribution

CCPL served as a critical distribution point for free at-home COVID-19 testing kits provided by the Ohio Department of Health (ODH). Residents in need of testing kits could pick them up curbside or via the drive-through service windows available at CCPL branches. The demand for this service - and the challenge of keeping up with that demand - was so great that we began sending our own delivery trucks to Columbus to replenish supplies. By year's end, we had distributed 246,246 COVID-19 test kits.

## Mobile Pantry

Pandemic-related closures caused many families to experience food insecurity for the first-time. As a result, the Greater Cleveland Food Bank (GCFB) fed a record number of Northeast Ohioans during the pandemic. CCPL joined the effort to get nutritious food into the hands of more county residents, hosting GCFB's mobile food pantry for monthly food distribution events at nine branches.



A FEMA representative helps a CCPL visitor register to be vaccinated.

# Summer Learning

## Playing Catch-up

In February 2021, Ohio Governor Mike DeWine asked schools and districts across Ohio to create plans to help students advance and make up for any learning loss because of the coronavirus pandemic. Governor DeWine also encouraged school districts to collaborate with community partners to ensure students have access to the support they need.

CCPL has a long history of successfully collaborating with local school districts to support student success and an even longer history of offering robust out-of-school time programs and services – both during the school year and during the summer months when students can experience a loss of academic skills (i.e. “the summer slide”). But the summer of 2021 was different. The challenges many students faced were unprecedented. We knew we had to step up our game to keep them from falling behind.

In the spring, we reached out to the leaders of our local schools to assure them that they could count on CCPL as a partner and to encourage them to include our programs and resources in their summer plans. Every school in our service district has a different set of challenges and needs, but CCPL is a unique and adaptable partner. From our 123 READ intervention program for students struggling to meet the third grade reading guarantee to summer lunches for students who rely on free and reduced cost meals during the school year, we fill in critical out-of-school time gaps.

Last summer, for the first time, we offered free one-on-one mentoring by appointment at every CCPL branch for students struggling with a subject or simply playing catch-up after a difficult school year. We also modified our summer lunch collaboration with the Greater Cleveland Food Bank to offer nutritious “grab-and-go” brown bag lunches to kids in economically distressed communities.



# Digital Equity & Inclusion

## Expanding Internet Access

Public libraries are essential in bridging the digital divide. One critical service that CCPL cannot provide while its doors are closed is access to computers and the internet. To help address this need, we invested in technology to extend the range of the Wi-Fi signals at all of our branches. So the signals could reach even further into parking lots. Stronger signals make it easier for more people who own devices to get online.

We also began lending laptop computers to residents who did not have devices of their own. Each device was thoroughly disinfected in accordance with CDC guidelines and recharged between every user.

## Digital Navigators

New opportunities to advance digital inclusion in the community arose as a direct result of COVID-19. One of those opportunities was the Emergency Broadband Benefit (EBB)\* program. The Federal Communications Commission established the EBB program as part of the CARES Act to help families and households struggling to afford internet service during the pandemic. The EBB provides eligible households a discount on broadband service and one-time discounts to purchase a laptop, desktop computer or tablet from participating providers. This new benefit helps connect eligible households to jobs, critical healthcare services, education and economic opportunities.

CCPL's Digital Navigators offer one-on-one assistance to find affordable internet access, get a device from local EBB participating providers like PCs for People, set up telehealth appointments, sign up for free computer classes and more. The team is an extension of our ongoing efforts to provide county residents with broadband access and opportunities to learn computer skills.

*\*On November 15, 2021, the United States Congress created the Affordable Connectivity Program, a long-term, \$14 billion program, which replaced the EBB Program.*



CCPL Digital Navigators share information about affordable internet with Mobile Pantry customers.

# Going Hybrid

## Virtual Programs

When the pandemic hit in 2020, hundreds of CCPL programs had to be cancelled. Out of necessity, we pivoted to virtual programs. We quickly discovered that virtual programs had many benefits, such as reaching new audiences, but also some significant drawbacks, including trying to bridge issues of digital equity for our customers.

As the country began a gradual move toward more in-person gatherings in 2021, we were left to determine how to balance shifting priorities and the comfort level of our customers with the need to maintain critical programs like afterschool homework help for students, computer classes for adults and English for Speakers of Other Languages classes. Virtual programs paired with digital literacy support gave us flexibility to reach residents with library programs while also keeping large group gatherings to a minimum.

## Making Connections During a Pandemic

In February, we reopened our study rooms to the public after almost a year of keeping them closed. While our branches were closed to the public, we invested in equipping our study rooms with video conferencing technology so our customers could meet virtually via any of the most popular video conferencing platforms. With this new service we aim to connect county residents with telehealth and social services; and provide a place for job seekers to connect with potential employers. Study rooms can be booked in advance, and CCPL staff are available to help customers use the video conference equipment.

We also added “Zoom rooms” that CCPL customers can use to host their own virtual meetings. Zoom rooms are virtual – not physical spaces – that can be reserved up to 2 hours at a time and can accommodate up to 300 participants. Our Zoom rooms are paid licenses, meaning they do not have the limitations of the platform’s “basic” tier which limits the size and duration of meetings.



# Capital Projects



## Bay Village Branch

On March 24, 2021, the Library broke ground for a new Bay Village Branch library located on the former site of Bayway Cabin. The branch's new location better connects the library with the city's other civic assets. Construction of the new, approximately 17,000-square-foot library was completed in April 2022.

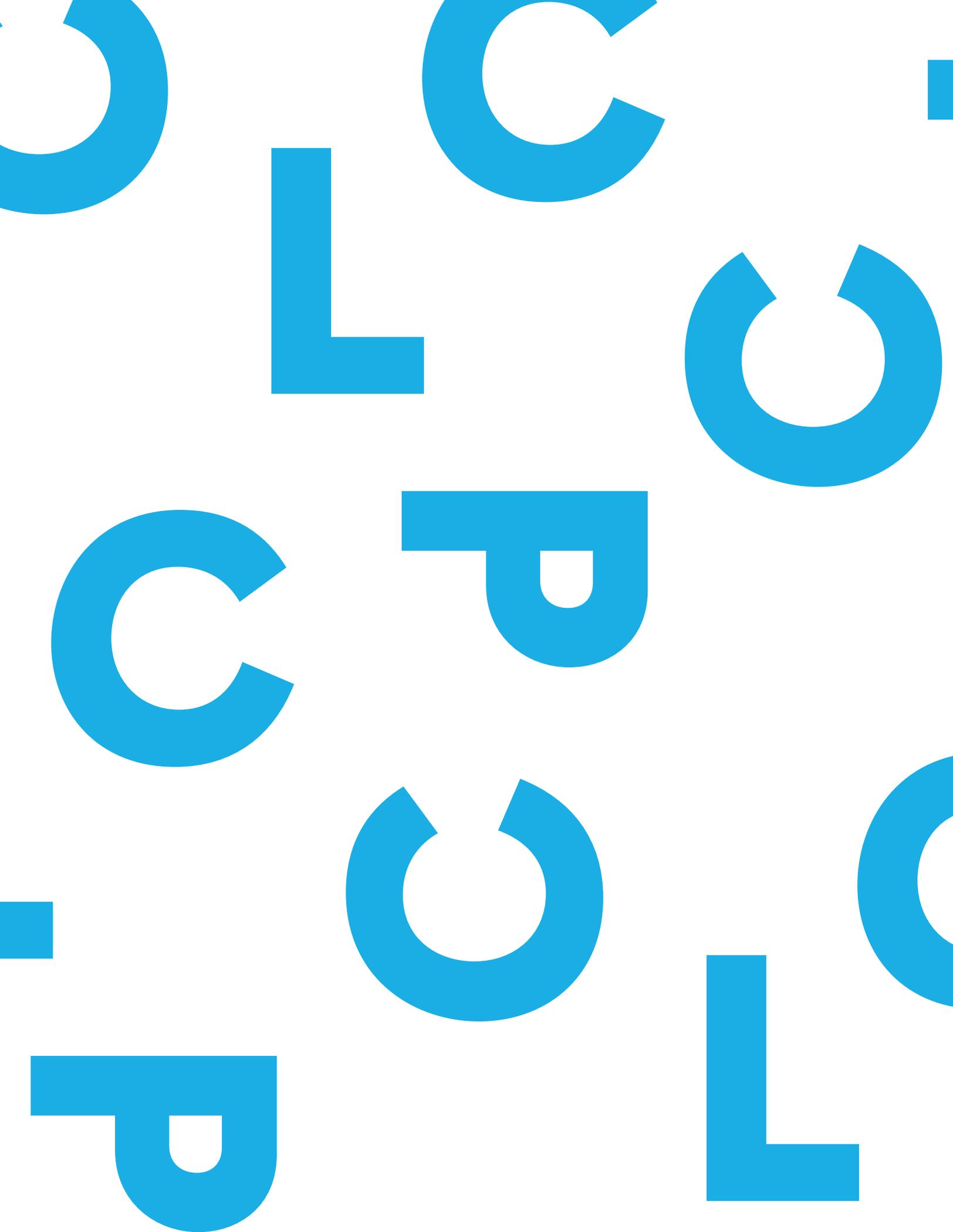
The Bay Village Branch is the only branch in the Cuyahoga County Public Library system that has not had a major capital improvement since the early 2000's. Plans to replace the branch began in earnest back in 2016. In the subsequent years CCPL has worked diligently with city officials to identify a suitable location to build, to gather feedback from the community and, ultimately, arrive at a design for the new building that aligns with the community's needs and the city's master planning process.

## Richmond Heights Branch

On August 14, 2021, the Library celebrated the grand opening of the Richmond Heights Branch. The new branch holds the distinction of being the only library in the CCPL system connected to a school. In a unique collaboration with the Richmond Heights Local Schools, the Richmond Heights Branch is located on the site of the new, state-of-the-art Richmond Heights Upper School. The branch has its own entrance and dedicated parking, allowing county residents to utilize its services 7 days a week.

The grand opening celebration included limited edition commemorative library cards, Pop Culture CLE gourmet ice pops, T-shirt screen printing and other activities. In conjunction with the grand opening, the Library offered fine forgiveness to all visitors to the new Richmond Heights Branch August 14 - 21.







Cuyahoga  
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**Public  
Library**

Administrative Offices  
2111 Snow Road, Parma, Ohio 44134-2728

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