

CLEVELAND PUBLIC LIBRARY

Board Meeting

March 15, 2011

**RESOLUTION TO ENGAGE THE CENTER FOR PUBLIC MANAGEMENT AT
CLEVELAND STATE UNIVERSITY FOR STRATEGIC PLANNING SERVICES**

- WHEREAS, The Cleveland Public Library will begin a new strategic planning process at the Board Retreat on March 26, 2011; and
- WHEREAS, In the planning process, the Library wishes to take full advantage of the resources and services readily available at its neighboring universities, where research teams have extensive project experience in Cleveland; and
- WHEREAS, The Center for Public Management at the Maxine Goodman Levin College of Urban Affairs at Cleveland State University has served as a resource for state and local governments, not-for-profit organizations, public works agencies, special districts, and policy and legislative organizations on a local, regional, state, and national basis since its inception in 1982; and
- WHEREAS, The Northern Ohio Data & Information Service (NODIS), also a part of the Levin College of Urban Affairs, has been designated by the State of Ohio and the U.S. Bureau of the Census as the regional data center for northern Ohio, and is recognized as a leader in the use of information technology, particularly geographic information systems (GIS); and
- WHEREAS, Together, the Center for Public Management and NODIS will provide the Library with strategic planning services including planning oversight, a fiscal review and demographic analysis; now therefore be it
- RESOLVED, That the Center for Public Management and NODIS provide the services as outlined in their proposal and letter of agreement for a combined fee not to exceed \$85,820 charged to General Fund Account 11020053-53710 (Professional Services).



March 14, 2011

Mr. Timothy Diamond
Special Assistant and Planning Administrator
Cleveland Public Library
325 Superior Avenue, NE
Cleveland, OH 44114

Dear Mr. Diamond:

It is our privilege to submit this agreement to the Cleveland Public Library (CPL) for consideration to provide strategic planning expertise during the CPL's strategic planning process.

This Agreement is executed by and between the Cleveland Public Library (hereinafter referred to as "Sponsor"), located at 325 Superior Avenue, NE, Cleveland, Ohio 44114 and Cleveland State University, a state-supported university and instrumentality of the State of Ohio established pursuant to Ohio Revised Code Section 3344 acting by and through its Board of Trustees with a principal business address at 2121 Euclid Ave., Cleveland, Ohio 44115 (hereinafter referred to as "CSU") on behalf of the Center for Public Management in the Levin College of Urban Affairs, both or either of which may hereinafter be referred to respectively as the Parties" or a "Party."

Scope of Work

Strategic plans help to guide the direction of an organization over a given period of time. The best strategic plans are those considered "living documents"; they are utilized and updated regularly based upon the extent to which goals are accomplished and action plans are completed. The development of a strategic plan is essentially a process – one that is consensus building and involves stakeholders internal and external to the organization. To assist the Sponsor in its strategic planning efforts, the Party could provide expertise in the following areas (but not limited to) of the strategic planning process:

- Identifying or revisiting the organization's mission or purpose
- Identifying or prioritizing the goals and objectives toward accomplishing the mission of the organization
- Identifying specific steps or plans of action toward achieving each goal, with timeframes for completion and assignments of individuals/organizations responsible for completing the action steps
- Developing and monitoring an evaluative process for updating the strategic plan and assessing success
- Developing protocol to guide any interviews, focus groups, or community meetings



Maxine Goodman Levin College of Urban Affairs

- Assessing the organization's strengths, weaknesses, opportunities, or threats (SWOT analysis)
- Facilitation of focus groups, community meetings, or strategic planning sessions
- Assisting the Sponsor or its Facilitator in any of the above
- Attending meetings relative to the strategic planning process

Period of Performance:

The effective period of this Agreement shall be from March 21, 2011 through December 31, 2011, unless otherwise provided for by sponsor modification to this agreement.

Cost:

The project will be billed on an hourly basis, at \$66 per hour, excluding travel expenses. Travel expenses will be billed in addition to the hourly amount. CSU will submit monthly invoices to the sponsor detailing the hours worked. The total cost of the agreement will not exceed \$5,000 (excluding travel expenses) for the duration of the project period. Sponsor shall remit payment to CSU within thirty (30) days of receipt of an invoice per the terms above.

Please sign two originals of this letter and return one to me, Claudette Robey, Assistant Director, at The Center for Public Management, Cleveland State University, Levin College of Urban Affairs, 2121 Euclid Ave UR 120, Cleveland, OH 44115.

Regards,

Claudette Robey
Assistant Director
Center for Public Management

CLEVELAND STATE UNIVERSITY

CLEVELAND PUBLIC LIBRARY

George E. Walker, Ph.D.

Vice President for Research & Graduate Studies

Timothy Diamond

Special Assistant & Planning Administrator

Date

Date

Cc: Claudette Robey, The Center for Public Management

PROJECT SCOPE OF WORK

The Center for Public Management (PM), together with the Northern Ohio Data and Information Service (NODIS) of the Maxine Goodman Levin College of Urban Affairs at Cleveland State University, proposes to conduct a fiscal review and a demographic analysis of the CPL system. The fiscal review will examine the fiscal condition of the CPL over a five-year period. The demographic analysis will examine the demographic and socioeconomic characteristics of the CPL service area. These analyses will aid the CPL in its strategic planning process by identifying and examining where efficiencies could be realized by the CPL, with regard to budget, operations, and services, over the next five years.

Scope of Work

1. Convene a planning meeting to finalize project goals and objectives

The PM project team will meet with project representatives from the CPL to finalize the goals, objectives, and expectations of the project. The planning meeting will also include discussion of the strategy for the various stages of the project, and identification of data/information pertinent to the needs of the project.

Fiscal Analysis

2. Conduct an environmental scan of state & national trends in funding libraries

The project team will research professional trade journals and publications, magazines, newspapers, and other modes of media (online and in print) to examine trends within libraries over the past decade with regard to operations and funding. The research will also examine how libraries are dealing with the current financial and economic crisis.

3. Conduct a fiscal review

The project team will conduct a review of the trends in revenues and expenditures of the CPL, and examine the implications of external revenues to finance long- and short-term financial obligations of the library (the flow of federal and state revenues, debt, etc.). The review will include trends in the

Fiscal Review & Demographic Analysis

areas of revenues, expenditures, operations, debt and funding, capital outlay, and branch needs and resources. Specifically, the review will examine (but is not limited to):

- Change(s) in revenues and expenditures by source, service, and use
- Change(s) in fund balance(s) by fund
- Change(s) in liquidity
- Change(s) in endowments
- Change(s) in capital expenditures
- Change(s) in intergovernmental funds
- Operating costs by branch and per square foot
- Issues of financial capacity by branch

Demographic and Socioeconomic Analysis

Using the latest census data (Census 2010 and the American Community Survey), NODIS will assist the strategic planning initiative by providing an analysis of the demographic and socioeconomic characteristics of the library's service area and that of the neighborhoods in which the library's patrons live. The analysis will include trends in the population's characteristics since 2000.

Rates of patronage by neighborhood will reveal potential issues of accessibility and quality of service among the branch locations and will provide insights into the "market" penetration of library services in each neighborhood, and by type of service if that is also available in the library's database. Population will be projected to 2015 and 2020 by neighborhood and will assist in determining the viability of branch locations and the potential relocation, consolidation, or expansion of branch locations.

Patrons will be mapped by branch visited, age, and service received (if available). Neighborhood demographic and socioeconomic characteristics from the Census Bureau's 2005-2009 American Community Survey (ACS) will be mapped and a profile of each branch service areas and the system wide service area will be produced. Change since the 2000 Census will also be noted in the analysis and included as maps as useful.

The census-based demographic and socioeconomic data used for these analyses will include income, family type, number and ages of children, race, Hispanic ethnicity, language spoken at home, ability to speak English, disabilities, public-versus-private school attendance by grade level, housing tenure (owner/renter), educational attainment, employment status, place of employment (Cleveland versus other), and others as appropriate.

Final Report and Presentation

The project team will incorporate the findings and outcomes of the research into two separate reports – one for the fiscal review and one for the demographic and socioeconomic analysis. The findings will be presented to the CPL at a date/time to be scheduled upon completion of the project.

Survey Analysis (optional and additional cost)

A survey of patrons and other residents of the service area (or county) would provide a insight into factors that help to explain library usage, preferences for service, and opinions of and attitudes towards potential levy support. A descriptive analysis of survey responses will be augmented by a statistical analysis in identifying how changes in demographic and socioeconomic characteristics may affect patronage, preferences for services, and support for library levies. This analysis would help in developing strategies in response to demographic conditions and changes. The study of survey data can also be related to the analysis of patron neighborhoods noted above to augment recommendations concerning targeting of branch services and locations.

NODIS will help design the survey, host the internet survey system and database, and conduct the analysis. The Library would be responsible for promoting participation in the survey to its constituents and the general public through cooperation with other organizations (schools and other civic organizations) using various media such as newsletters, web sites, and other communications.

The Library may choose to implement a paper version of the survey as well and those data would be included in the analysis. The Library would be responsible for the production and distribution of the hard-copy survey and its computerization (keypunching or optical scanning).

PROPOSED FEE SCHEDULE

The total professional fees for the Fiscal Review and Demographic Analysis for the Cleveland Public Library are not to exceed \$80,820. This includes \$67,350 in direct costs and \$13,470 in indirect costs. The project budget and schedule are described below.

Project Budget

Personnel:

Project management, research (including fringe benefits).....	\$50,495
Total Personnel.....	\$50,495

Operating:

Supplies	\$100
Travel	\$100
Total Operating	\$200

Total Direct Costs	\$67,350
Indirect Costs (20% of TDC).....	\$13,470
TOTAL PROJECT COST.....	\$80,820

Survey (Additional Costs)

Personnel:

Project management, research (including fringe benefits).....	\$7,371
Total Direct Costs	\$7,371
Indirect Costs (20% of TDC).....	\$1,474
TOTAL SURVEY COST.....	\$8,845