

CLEVELAND PUBLIC LIBRARY

Board Meeting
May 16, 2013

RESOLUTION TO ENGAGE ENLIGHTENMENT CONSULTING GROUP, LLC
FOR COMMUNITY ENGAGEMENT SERVICES

- WHEREAS, Cleveland Public Library's Strategic Plan 2012-2014 introduced five strategic priorities, including *Ready for the Future: CPL150*; and
- WHEREAS, For the Library to be successful in 2019, when it will celebrate 150 years of service to the people of Cleveland, it must shape itself around the needs of our community; and
- WHEREAS, That process begins with engaging our community in substantive conversations about the Library's current service model, the changing demographics of the City, the Library's fiscal situation, and the condition of the neighborhood branch buildings; and
- WHEREAS, This first level of conversation is to be the foundation for a new model of civic engagement that will provide community residents and library staff with the leadership and capacity building training needed to address community deficits; and
- WHEREAS, The new engagement model will be piloted in three neighborhoods over the course of seven months, June through December 2013, with a final report and recommendations to be presented to this Board in February 2014; and
- WHEREAS, Enlightenment Consulting Group has experience coaching and training neighborhood resident leaders in Cleveland and developing sustainable engagement strategies; now therefore be it
- RESOLVED, That the Board of Library Trustees authorizes the Executive Director, CEO, or his designee, to enter into an agreement with Enlightenment Consulting Group, LLC, subject to the approval of the Chief Legal Officer, to provide the services as outlined in their proposal for a total contract amount (including reimbursables) not to exceed \$68,700 charged to General Fund Account 11020053-53710 (Professional Services).



**Enlightenment
Consulting Group, LLC**

awareness | capacity | impact

A catalyst for transformation.

May 10, 2013

Felton Thomas, Jr., Director
Cleveland Public Library
325 Superior Avenue
Cleveland, OH 44114

Dear Director Thomas:

It is my privilege to submit this proposal to the Cleveland Public Library for consideration to provide community engagement expertise during the implementation of the Library's Strategic Plan 2012-2014.

The overall focus of the consultation is to develop a new model of authentic engagement through community and civic partnerships. The sustainable partnerships will be led by residents in Cleveland's neighborhoods and be incorporated as a part of the CPL team's work. The human and social capital of the team will be aligned with the mission of the Library. The alignment will primarily focus on authentic community engagement that becomes a valued added resource to uplift and address community deficits.

The attached proposal indicates project outcomes, process objectives, action steps, phases, and deliverables to meet the project goals. My knowledge and practices of organizational development, coaching, and community engagement provide the valued understanding and insight to be a collaborative partner with CPL.

I look forward to working with you and your team.

Sincerely,

Peter Whitt
Enlightenment Consulting Group, LLC

Background

Cleveland Public Library's Strategic Plan 2012-2014 introduced five Strategic Priorities, including *Ready for the Future: CPL150*.

If we are to be—in 2019—what our users and our CLEVNET partners will need us to be . . . we have to get ready now! That means engaging our community in substantive conversations about our service model, the changing demographics of the city, our fiscal situation, and the condition of our buildings.

Strategic Plan 2012-2014, p. 7

Director Felton Thomas and his Executive Team have made it clear that if truly *substantive* conversations are to be had with the public about the future of library services in their neighborhoods, the Library must up its game. The types of “conversations” the Library has had with the public in the past will not suffice.

For the conversations to be both substantive and deeply authentic, Director Thomas articulated a vision where CPL would form *communities of learning* in these neighborhoods, made up of residents and library staff: “learning together from each other, united in common concerns and shared aspirations.”

In their first iteration, the communities of learning would come together to explore the future of library services in their neighborhoods. From there, these communities of learning would delve deeper into the issues confronting their communities and become community ambassadors, and, in the words of Martin Luther King, Jr., “drum majors for change.”

. . . study and conversation can inspire people to use their collective power to create a different future, a future with a healthy ecosystem, healthy social structures, and positive economic outcomes.

Strategic Plan, p. 6

But first, these communities of learning have to come together.

The Library is perfectly situated to help form these communities. We are in the business of making connections. We are also in the business of providing information, resources for sharing information, and the physical and virtual spaces for people to come together.

Strategic Plan, p. 6

However well-situated the Library is to form these communities of learning, it also recognizes its limitations and when outside support is needed to transition this transformational work to ordinary organizational practice. Enlightenment Consulting Group (ECG) welcomes the opportunity to support this important strategic work.

Primary Outcomes

Develop an authentic sustainable residential and stakeholder engagement model for CPL in three neighborhoods during a seven-month period (June – December 2013). The Library suggested the following neighborhoods for the development of a model that can later be replicated in neighborhoods across the city:

- Central (Woodland and Sterling Branches)
- Slavic Village/North Broadway (Fleet Branch)
- Scranton/Clark (South Branch)

Primary Process Objectives

The process outcomes are typically achieved by having realistic, relevant and flexible planning efforts using a collaborative approach:

1. Establish a clear understanding of the Library's vision of community and civic engagement.
2. Establish a clear understanding of sustainable resources (e.g. staffing and partnerships) that will promote and support this new model for community and civic engagement.
3. Establish a solid knowledge of resident and stakeholders' concept of community engagement and their will to support this effort in each of the targeted neighborhoods.
4. Develop formal and flexible resident leader engagement structures that will provide CPL a sustainable practice and model. (The model may serve as vehicles for multi-perspective continuous feedback and continuous improvement.)
5. Assist CPL's effort to establish marketing resources created to promote project purpose and build community and organizational support for a new model.
6. Establish a formal engagement-training curriculum for both staff and residents to ensure success and capacity building and to promote competency and effectiveness for engagement plan.
7. Provide Leadership with coaching to ensure continuous development of mission-aligned short and long-term sustainable practices.

Key Action Steps

1. Coach, identify and fully solidify vision and concepts for engagement with Executive Director Felton Thomas.
2. Facilitate discussions with Director Thomas and other key staff to identify current organizational practices that will support sustainable community and civic engagement partnerships.
3. Identify emerging roles and responsibilities that will ensure CPL's capacity to establish a sustainable engagement project and partnerships leading towards CPL150.
4. Identify CPL marketing resources to develop communication tools and transparent action steps to support project goals.
5. Develop a flexible and sustainable engagement plan rooted in best practices for targeted communities.
6. Identify and align community residents and stakeholders to meet CPL engagement objectives.
7. Collaboratively identify, train and facilitate community residents to become CPL community ambassadors.
8. Work closely with CPL leadership to identify best methods for sustainable engagement strategy and meaningful projects tailored to CPL and community needs.
9. Identify resources that build the capacity and effectiveness of CPL community ambassadors.
10. Collaboratively assist CPL leadership with identifying sustainable practices in context of funding climate from both local and national resources.

Project Work Plan

The project aims to enhance sustainable organizational development and community and civic engagement practices to realize the CPL150 strategic priority.

Organizational development, coaching and visioning

1. Monthly meetings with Executive Director. The initial meetings (coaching sessions) will be one hour and may be reduced to 30 minutes as the project moves forward.

Outcome

- *Identify key concepts and priorities that influence direction, initial messaging and realistic sustainable commitment for engagement beyond 2019.*
 - *ECG will facilitate at least one session with designated staff whereby Director Thomas will present his vision to further shape the overall engagement approach with staff support. ECG will use concepts of appreciative inquiry to support this process.*
2. Project meetings with Knowledge Office and other library staff to ensure co-collaborative efforts and sustainable practices. (This will be adjusted according to project needs.)

Outcome

- *Identify current organizational practices that will support sustainable community and civic engagement partnerships*

Design and data collection

1. ECG will co-design engagement sessions between resident/stakeholder group and CPL staff to maximize information sharing and project collaboration.
2. ECG will conduct small group conversations to gather needs, suggestions, data, and intentions from residents, stakeholders, and CPL staff.
3. ECG will meet with initial stakeholders to scan communities for partnerships that may align with the CPL engagement plan.
4. CPL will staff meetings and compile data from conversations.
5. CPL will provide alternate survey methods from various stakeholder groups including, citizens, c.b.o.'s, government, faith, ECG team, etc.
6. CPL will be responsible for community meeting logistics that may include securing meeting locations, incentives (meals, give-away's, pens, flip charts etc.) that support all community engagement needs.

Outcome

- *Information will guide process and provide sufficient feedback to ensure we are meeting goals and objectives and best practices are being implemented to establish a sustainable model.*
- *ECG will analyze data, provide oral and written project updates in concert with designated library staff.*
- *Results of this process will be discussed and engagement strategy finalized with CPL Leadership.*

The engagement sessions and group conversations may vary in frequency and time depending on group needs (e.g. stakeholders only, residents and stakeholders, etc).

Communication and Transparency

Utilize CPL marketing resources to develop communication tools that illustrate transparent action steps to support project goals. ECG will work collaboratively with CPL marketing team to ensure continuity for project goals related to marketing materials.

Outcome

Develop internal and external communication strategy that promotes staff engagement and clarity for external partners, stakeholders and engaged residents.

Development and Implementation

1. Identify emerging roles and responsibilities that will ensure CPL's capacity to establish a sustainable engagement project and partnerships leading towards CPL 150. Include HR staff to ensure any new staff roles or adjusted staff roles align with building a sustainable model. This may include primary target branches depending upon outreach method per community.
2. ECG will support the development of the CPL ambassador model.
3. ECG will conduct formal training for staff and community so that internal and external CPL ambassadors emerge.

Outcome

- *Develop a flexible engagement plan rooted in best practices that provides CPL with a sustainable approach for targeted communities.*
- *Identify up to 3 frameworks of engagement that will provide sustainable engagement practices whereby residents become partners with CPL.*
- *Frameworks will be designed to ensure residents are addressing the needs of the community and providing continuity of relevant services and progressive input that increases the output of CPL.*
- *CPL engagement staff will highlight the mission of CPL engagement, purpose, and provide relevant educational curriculum training.*
- *ECG will discover community/resident interest and develop a customized training process that will support citizens' needs and that will align with the CPL strategic plan's call to address community deficits.*
- *ECG will develop 4 general training modules.*
- *ECG will recommend incentives and tools to support resident development component.*
- *Additionally, up to 3 more tailored modules may be developed to support the collective interest, but tailored to address resident interest.*

Sustainable development and practice

Provide coaching to Leadership to strategically plan and identify sustainable resources beyond the scope of this project timeline. ECG will provide recommendations for sustainable authentic engagement. CPL engagement staff will participate to ensure continuity and sustainable practice.

Outcome

- *ECG and CPL staff will determine the best action steps to implement the sustainable engagement staff team model.*
- *ECG will provide ongoing coaching and thought leadership in tandem with CPL staff leadership.*
- *Identify resources that build the capacity and effectiveness of CPL community ambassadors.*
- *ECG will continue to provide ongoing training and strategic planning support for both CPL community ambassadors and CPL staff.*

- ECG will develop formal training curriculum applicable to staff and community who will serve as engagement oversight committee.
- Develop a sustainable engagement strategy and meaningful projects tailored for CPL and to meet community needs per best practices and resources.

Phase One (ongoing): Cleveland Public Library Staff

<i>This time frame below is over the (7) month contract period</i>	<u># of sessions</u>
One-on-One coaching/meeting sessions with Executive Director Thomas	7
Project meetings with Knowledge Office staff	14
Polarity mapping session with Public Services leadership and branch managers from targeted neighborhoods (4 hours per session)	2
Appreciative inquiry session with Public Services leadership, branch managers, and youth librarians from targeted neighborhoods (3 hour per session)	1
New thinking/new roles/new development session with designated Leadership staff (2 hour session)	optional
Leadership Team: what is sustainable? (2 hour session)	1
CPL staff training community engagement series (2 hours sessions)	2

The phases below will be incorporated in each community:

Phase Two: Community Engagement

Asset Mapping (Birds Eye View)	
Asset Mapping on the ground (one-on-one) (May include brief survey, identify initial assets/deficits and identify community champions)	12 contacts
Conversation with targeted branch library staff	1
Baseline survey of current perception of CPL community engagement	

Phase Three: Community Engagement

CPL-sponsored community conversations to introduce project (2.5 hours)	1
Community work sessions (2.0 hours)	2
Special group meetings (e.g. focus groups, youth) to address potential gaps (2.0 hours)	2 if needed
CPL final report out community conversations (2.5)	1

Phase Four: Community Engagement Training

Leadership 101 (2.5) hours	1
Community Engagement 101 (2.5 hours)	1

Library 101(TBD-Facilitators from CPL)	1
Community Deficits (What to do?) (2.5)	1
Community Action Plan (2.5)	1
Community Resident Topic 1 (2.5)	1
Community Resident Topic 2 (2.5)	1

CPL Project Role/Leadership

ECG will work collaboratively with CPL staff to promote best outcomes for each section below.

- CPL will collect and compile data (community meeting results, surveys, survey monkey, interview transcripts, etc) and forward to ECG Project Director for analysis.
- CPL will provide logistics (reserving space, food, incentives, marketing, printing materials, etc) related to community conversations, resident meetings, and trainings. ECG will assist with identifying potential partners, recommended incentives and thought leadership on materials and suggest community resources.
- CPL will manage logistics related to CPL staff (branch managers, marketing team, etc.) for project goals
- CPL staff will provide graphic design resources in collaborative effort with ECG to develop final printed report.

Project Deliverables

(The final deliverables will be collaboratively developed with ECG team and CPL staff to ensure sustainable practices and efficiency.)

- Provide written report that will consist of key learning from CPL leadership sessions.
- Provide written report that will consist of key learning from phases two and three of project; the report will include outcomes from asset mapping, community conversations and meetings that indicate resident and stakeholder self-identified community deficits.
- Provide written report that will consist of key learning from phase four of project; the report will include outcomes from resident and CPL staff training and action steps to further engage resident stakeholder participation and role per community.

- Provide final report that will recommend best practices for sustainable action items that align with leadership commitment, resources and tailored to promote a sustainable community engagement plan that aligns with CPL150.

Reports and Evaluation

The final report will include analysis, key findings and recommendations from ECG team on sustainable practices.

- ECG will provide one final report no longer than 30 days after the conclusion of the project.
- The final report will contain the recommended model for building sustainable community engagement and will be presented to the Board of Library Trustees at their regular meeting in February 2014.

Contents of Evaluation Plan(s)

The ECG team will provide leadership direction collaboratively with CPL leadership to design the content for evaluation that will be included in the interim and final report.

In conclusion, this short term (7 months) project will provide a foundation to build a long-term sustainable resident-driven initiative that addresses community deficits.

CLEVELAND PUBLIC LIBRARY BUDGET NARRATIVE

BUDGET ITEM	BUDGET NARRATIVE (For proposed project only)
<p>1. Consultants/Professional Fees Identify consultants and anticipated costs individually. Include resume(s) when applicable.</p>	<p>Consultant (Peter Whitt) will provide leadership of consultant team and overall direction of the initiative. He will provide significant leadership on engagement, thought leadership that engage CPL leadership team, board members and staff across organizational levels. Provide community engagement leadership, facilitation, stakeholder development and training and other key elements of this initiative. (40 hours per month for 7 months = total \$37,800.00)</p> <p>Consultant (Adrienne Hatten, PhD) will provide leadership developing evaluation method for baseline understanding of CPL community engagement. Dr. Hatten will be core member of ECG leadership team and support project goals, assist in key leadership meeting to ensure continuity of data is captured and included in key report. Dr. Hatten will provide technical writing skills for ECG written reports including final report that will be completed with the support of CPL graphic design and marketing resources. (20 hours per month for 7 months = total \$14,000.00)</p> <p>Consultant (Muquitt Sabur) will provide leadership on polarity assessment (two half day sessions) to support organizational transformation. Mr. Sabur will be a core member of the ECG leadership team and further support project goals, assist in key meetings with CPL leadership, provide critical thought leadership and support community engagement meetings, including best practices for advisory board best practices, stakeholder training and development. (14 hours per month for 7 months = total \$12,250.00)</p> <p>Consultant (3 Community Champions) will provide core community outreach, attend community meetings and provide expert knowledge of resources, community leaders, provide an understanding of the culture, fabric and key elements of community dynamics that will promote best practices for community engagement strategies in targeted communities. (Stipends for 6 month @ 1200 per person- total at \$3,600.00)</p>

<p>2. <u>Travel & Parking</u> Identify travelers, numbers, dates of trips, destinations, forms of transportation and accommodation. Indicate how estimates were calculated.</p>	<p>Reimbursement not to exceed \$1,050.00 to support cost of travel and parking reimbursement related to the project.</p>
<p>3. <u>Equipment & Materials</u> Identify each item, cost and relevance to the project, as well as how estimates were calculated.</p>	<p>Equipment such as projectors and laptops; materials such as pens, notepads, flipcharts; printing and handouts for community conversations, training and community engagement will be identified and purchased by CPL</p>
<p>4. <u>Other</u> Identify any other expense and how cost estimates were calculated.</p>	<p>Food for community engagement conversations, meetings, focus group etc. Incentives for resident participation at meeting, surveys such as gift cards, raffle items will be covered by CPL Other items may be identified to support project goals. CPL branding items may be included such as t-shirts to support this effort.</p>
<p><u>ECC Budget Total</u></p>	<p>\$68,700.00</p>