

CLEVELAND PUBLIC LIBRARY

Board Meeting

May 13, 2014

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

- WHEREAS, At their regular meeting on May 16, 2013, the Board of Library Trustees approved a resolution to enter into an agreement with Enlightenment Consulting Group, LLC (ECG) to pilot a new model a community engagement in three targeted neighborhoods: Central, Slavic Village, and Clark-Scanton; and
- WHEREAS, Over a seven-month period, ECG worked through Phase One of the process that introduced the new model of engagement to CPL leadership and staff, and Phase Two that captured the voices of neighborhood residents and community organization leaders; and
- WHEREAS, ECG presented two reports to the Board of Library Trustees at their regular meeting on March 20, 2014, that detail their findings and recommendations; and
- WHEREAS, The Library would like to continue and build upon ECG's work in the three targeted neighborhoods as it moves to the next level of engagement with residents and stakeholders which is design and physical planning; and
- WHEREAS, A partnership between ECG and an urban design team would create a continuum of engagement in the three initial communities that would be refined and expanded to other areas of the city; 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 combined fee not to exceed \$75,000 charged to General Fund Account 11980053-53710 (Professional Services).



**Enlightenment
Consulting Group, LLC**

awareness | capacity | impact

A catalyst for transformation.

Cleveland Public Library

Community Engagement and Planning Initiative

**Proposal for Community Engagement and
Partnership Development**

Submitted to the Cleveland Public Library

By: Enlightenment Consulting Group, LLC

May 12, 2014

Overview

Cleveland Public Library's current Strategic Plan introduced five strategic priorities, including *Ready for the Future: CPL150*. Now commonly known in the organization simply as "CPL150," this strategic priority refers to the year 2019 when the Library will celebrate 150 years of service to the people of Cleveland. However, as the Library states in its Strategic Plan, "there will be no point in celebrating if we are looked at nostalgically as a relic of yesteryear, and not contributing any public value to our community." For the Library to be—in 2019—what Clevelanders will need it to be, the Library has to begin engaging the community in substantive, authentic conversations about "our service model, the changing demographics of the city, our fiscal situation, and the condition of our buildings."

The Library took its first steps to this new model of engagement in 2013 when it asked Enlightenment Consulting Group, LLC (ECG) to go into three targeted neighborhoods to capture the needs and aspirations of community residents. ECG's work in those neighborhoods is detailed in two reports presented to the Board of Library Trustees in March 2014.

The Library would now like to build upon ECG's initial work in the three targeted neighborhoods and move the engagement process to the next level which is design and physical planning; meanwhile, rolling out the foundational work of capturing needs and aspirations in new areas of the city. All of this would be done as part of a system-wide plan of designing library services and service delivery systems for the Cleveland we will be in 2019.

Project Approach and Work Plan

To take the engagement process to the next level (design and physical planning) and expand it into new areas of the city, CPL will enter into agreements with ECG and Cleveland Urban Design Collaborative (CUDC), a non-profit urban design practice, with the expectation that ECG and CUDC will work collaboratively on the project, complementing the other's areas of expertise. CUDC's work will build upon the community relationships and outcomes established as the result of ECG's work in the three initial neighborhoods. Moving forward, ECG will blaze the trail into new areas of the city to be known as Group 2 and Group 3 for planning purposes.

ECG and CUDC have worked closely with CPL staff to develop a work program that will establish an engagement/design process that can be refined and replicated as the planning project rolls out across the city. ECG wishes to acknowledge CUDC for preparing the following project work plan that was developed collaboratively and itemizes the work of both entities, whether working jointly or separately:

GROUP 1: South (Clark), Fleet (Slavic Village), Woodland & Sterling (Central)

Phase 1: EXISTING CONDITIONS ANALYSIS

1.1 Kick-off meeting w/ ECG and CPL

CUDC will meet with ECG and CPL staff to review the project's overall goals, discuss development of the project website, and coordinate team member schedules to align with the proposed work plan.

1.2 Refine Work Plan & develop engagement process

CUDC and ECG will meet to adjust the Work Plan as needed based on feedback from the Kick-off meeting with CPL. In addition, we will collaboratively design specific elements of the public engagement plan to ensure broad representation from each community.

1.3 Develop project website

In coordination with CPL, the CUDC will create a website for the project, which will provide timely updates on the planning process to the public. The website will include individual pages for each branch community, where residents may learn about the project's goals, download presentation slides, and access contact information to submit comments or questions.

1.4 ECG will share 2013 Community Conversations report with Group 1 key partners

1.5 Identify candidates for Advisory Committee

CUDC, ECG, and CPL will engage existing contacts in each Group 1 community to identify suitable candidates to serve on the Advisory Committees. One Advisory Committee will be formed to help guide the planning process in each branch neighborhood. Candidates should reflect the diversity of stakeholders in the community and should include participants in the previous Community Conversations process to ensure a continuity of engagement.

1.6 ECG will enter new Group 2 branches to initiate Community Conversations process

1.7 Review planning documents and recent development proposals

CUDC will assemble relevant planning documents, including neighborhood master plans, streetscape plans, and development proposals for each of the communities within Group 1. Insights gleaned from this analysis may reveal opportunities for CPL to leverage current initiatives underway in the neighborhoods in support of the project's goals.

1.8 Library Branch site visits

CUDC will conduct site visits to Group 1 library branches with CPL staff to better understand the interior layout, exterior conditions and demographic context of each of the four locations. CUDC will document surrounding neighborhood conditions, particularly areas of safety concern, vacant storefronts, pedestrian

and bicycle amenities, and nearby public spaces, which may emerge in later conversations with the community. CUDC will produce existing conditions base maps from this analysis for use in the public meetings.

1.9 ECG will design training to support resident participants on Advisory Committee

1.10 Conduct Advisory Committee meetings

CUDC will lead one Advisory Committee meeting in each Group 1 neighborhood (four total), to introduce the planning process and gather insights on current projects in the area that may impact branch functions. Advisory Committee involvement will be a key to ensuring robust and productive engagement at the public meetings.

1.11 Debrief meeting with CPL

Following the completion of all four Advisory Committee meetings, the CUDC and ECG will meet with CPL staff to discuss what we heard at the meetings and outline appropriate issues to address during the ongoing public process.

Phase 2: GATHER COMMUNITY PRIORITIES

2.1 Develop key issues for each neighborhood

Based on feedback from the Advisory Committee meetings and debrief session with CPL, the CUDC and ECG will develop a draft set of key issues to examine in each neighborhood through the process.

2.2 Schedule Group 1 Public Meetings

CUDC, ECG, and CPL will schedule Group 1 public meetings and focus groups meetings in collaboration with the Advisory Committee. ECG and CUDC will lead one public meeting and up to three focus group sessions per branch community. Focus groups will engage key stakeholders underrepresented at public meetings (ex. CPL branch staff, high school students, etc.) Public Meetings may be held at the library branch facility, unless an alternative venue is determined as better suited.

2.3 Create materials for Public Meetings

CUDC will develop required materials and visualizations for each of the four public meetings to enable productive feedback from the attendees. Handouts and presentations slides may include neighborhood asset maps, survey questions, existing conditions drawings, or other imagery to clearly communicate the relevant issues.

2.4 ECG to conduct small group meetings in the Group 2 neighborhoods

2.5 Review draft public meeting presentations with Advisory Committees

2.6 Update Public Meeting presentations

Based on feedback from the Advisory Committees, the CUDC will update the public meeting presentation slides and handout materials

2.7 Conduct Public Meetings

CUDC and ECG will conduct four public meetings, one in each Group 1 target branch neighborhood

2.8 ECG and CUDC will lead up to 3 focus group sessions per community with key stakeholders underrepresented during public meetings (ex. CPL branch staff, high school students, etc.)

2.9 Document and process feedback from the public meetings and focus group sessions

Phase 3: DEVELOP RECOMMENDATIONS

3.1 ECG, CUDC and CPL team debrief to discuss feedback from Phase 2 public engagement and determine opportunities for CPL responses

3.2 Advisory committee meetings to discuss feedback from public meetings and focus groups, in order to develop list of specific project deliverables

3.3 ECG will share preliminary findings of the data from Group 2 community conversations with CUDC

3.4 Develop Draft Report

CUDC will create a draft of the final report including proposed site plans and eye-level street renderings for Group 1 branch locations. Recommendations for each neighborhood may include:

- CPL building exterior enhancements;
- CPL branch outdoor site improvements;
- CPL branch conceptual interior programming ideas;
- surrounding neighborhood improvements led by the local CDC or City of Cleveland;
- and additional partnerships to implement desired community vision

3.5 Review draft report for Group 1 with CPL Staff and Advisory Committees

3.6 Prepare presentations for second round of public meetings in Group 1 neighborhoods

3.7 Second round of public meetings with Group 1 branches to review final recommendations

3.8 Update report based on public meeting feedback

3.9 ECG to submit final report on Group 2 Community Conversations

3.10 Submit final report

CUDC and ECG will submit final report for Group 1 Recommendations to CPL (provided in bound letter format print copies & PDF digital version)

GROUP 2: Mount Pleasant, Old Brooklyn & Brooklyn Centre

Phase 1: EXISTING CONDITIONS ANALYSIS

1.1 Kick-off meeting

CUDC and ECG meeting w/ CPL to discuss project goals and schedule for Group 2

1.2 CUDC will update project website for Group 2 branches

1.3 ECG/CPL to share 2014 report to Group 2 key partners and residents including 2015 plans

1.4 ECG/CUDC identify candidates for an Advisory Committee in each Group 2 neighborhood in partnership with CPL, local CDCs, and other stakeholders. Schedule first meeting dates.

1.5 ECG will enter new Group 3 branches to repeat initial engagement process undertaken in Group 1 and Group 2 branches

1.6 CUDC to review other planning documents and recent development proposals for Group 2 neighborhoods

1.7 Conduct Group 2 library branch site visits (with CPL staff), document surrounding neighborhoods, and prepare existing conditions base maps

1.8 ECG design and deliver training to support resident participants on Advisory Committee

1.9 Conduct four Advisory Committee meetings, one in each Group 2 neighborhood, to introduce the process and gather insights on current projects in the area that may impact branch functions

1.10 Debrief meeting with CPL Staff on Advisory Committees' feedback and discuss appropriate opportunities to share during public meetings

Phase 2: GATHERING COMMUNITY PRIORITIES

2.1 Develop list of key issues for each Group 2 neighborhood

Based on Advisory Committee and CPL Staff feedback, develop list of key issues to examine in each Group 2 neighborhood and corresponding visualizations to enable community input at the public meetings.

2.2 Schedule Group 2 public meetings and focus groups meetings in collaboration with Advisory Committee. ECG and CUDC will lead one public meeting and up to three focus group sessions per community. Focus groups will engage key stakeholders underrepresented at public meetings (ex. CPL branch staff, high school students, etc.)

2.3 Create presentation slides and engagement materials (ex. Interactive asset maps, survey questions, etc.) for each of the three public meetings

2.4 ECG to conduct small group meetings in the Group 3 neighborhoods

2.5 Review draft public meeting presentations with Advisory Committees

2.6 Update presentation based on feedback from review sessions

2.7 Conduct three public meetings, one in each of the Group 2 target branches' neighborhoods

2.8 ECG and CUDC will lead up to 3 focus group sessions per community with key stakeholders underrepresented during public meetings (ex. CPL branch staff, high school students, etc.)

2.9 Document and process feedback from the public meetings and focus group sessions

Phase 3: DEVELOP RECOMMENDATIONS

3.1 ECG, CUDC and CPL team debrief to discuss feedback from Phase 2 public engagement and determine opportunities for CPL responses

3.2 Advisory committee meetings to discuss feedback from public meetings and focus groups, in order to develop list of specific project deliverables

3.3 ECG in partnership with CPL will share preliminary findings of the data from Group 3 Community Conversations with CUDC

3.4 Develop Draft Report

CUDC will create a draft of the final report including proposed site plans and eye-level street renderings for Group 1 branch locations. Recommendations for each neighborhood may include:

- CPL building exterior enhancements;
- CPL branch outdoor site improvements;
- CPL branch conceptual interior programming ideas;
- surrounding neighborhood improvements led by the local CDC or City of Cleveland;
- and additional partnerships to implement desired community vision

- 3.5 Review draft report for Group 2 with CPL Staff and Advisory Committees
- 3.6 Prepare presentations for second round of public meetings in Group 2 neighborhoods
- 3.7 Second round of public meetings with Group 2 branches to review final recommendations
- 3.8 Update report based on public meeting feedback
- 3.9 ECG to submit final report on Group 3 Community Conversations
- 3.10 Submit final report for Group 2 Recommendations to CPL (provided in bound letter format print copies & PDF digital version)

Project Deliverables

- Training curriculum to support resident participants on Advisory Committees
- Final report on Group 2 Community Conversations
- Final report on Group 3 Community Conversations

ECG Team

The primary team members consist of Peter Whitt (Project Director), Robbin Hudson, Muquit Sabur, and Adriennie Hatten.

Budget

The budget for the project will be based on a Time and Materials contract. Hourly rates and expenses are as follows:

Project Director: \$125/hr
Project Evaluator/Writer \$100/hr
Project Coordinators/Trainers: \$75/hr
Project Outreach Team Member: \$20/hr

Mileage: \$0.56/mile

The budget for the Group 1 scope of work is not to exceed \$40,000 and the budget for the Group 2 scope of work is not to exceed \$35,000. The total for both Group 1 and Group 2 is estimated at \$75,000.

Cleveland Public Library will pay ECG a portion of the total compensation in the amount of \$10,000 within thirty days of full execution of an agreement.

Thereafter, ECG will submit invoices, detailing work performed and hours worked, upon completion of the following tasks and activities enumerated in the work plan:

Invoice 1: Group 1 Tasks 1.1; 1.2; 1.4; 1.5; 1.6; 1.9; 2.1

Invoice 2: Group 1 Tasks 2.4; 2.8; 3.1; 3.3

Invoice 3: Group 1 Task 3.9; Group 2 Task 1.1

Invoice 4: Group 2 Tasks 1.3; 1.5; 1.8

Invoice 5: Group 2 Tasks 2.4; 2.8; 3.3

Invoice 6: Group 2 Tasks 3.9

Cleveland Public Library Responsibilities

- Coordinate logistics for securing meeting space for community conversations that consist of focus groups, small and large group meetings, and advisory committee training.
- Collect and distribute data from community conversations captured by ECG to both ECG and CUDC.
- Library leadership will be present and engaged at large community meetings.
- Provide incentives such as food, gifts cards and other items at all community conversations and advisory committee trainings.
- Develop communications/marketing outreach materials to support ECG outreach and community engagement efforts.