

2018

STRATEGIC PLAN REPORT

HEIGHTS LIBRARIES
HERE FOR YOU, WHEREVER YOU ARE

AREAS OF STRATEGIC FOCUS

In 2016, the Library surveyed members of the Cleveland Heights and University Heights communities to determine community aspirations, needs, and challenges. Library staff members took notes at community meetings, interviewed community members, and passed out surveys after library events.

After evaluating and analyzing responses, four areas of strategic focus were determined:

- *Provide opportunities to positively impact community members' growth and personal development.*
- *Foster diversity, equity, and inclusion.*
- *Be proactive in facilitating communication and be a bridge builder for community concerns.*
- *Seek opportunities to promote an environment of safety and security for the community*

In 2017 and 2018, all staff members were required to create goals for the year that would fall under one of the four strategic focus areas.

96% of staff Strategic Plan goals were accomplished in 2018, an 8.5% Increase from 2017.

2018 Breakdown by Strategic Focus: 18 Building Bridges, 50 Community*, 25 Diversity and Inclusion, and 14 Safety goals.

*28 passport proficiency goals in Circulation Department.

2018 STRATEGIC GOAL INITIATIVES BY DEPARTMENT

Administration

Compilation of a dedicated financial report for the Washington Blvd Coventry School building, so that fiscal reporting is transparent. Strategic Focus: Building Bridges

Project Outcome survey data analysis. Creation, distribution and analysis of community surveys for library events and services, so that the Library plans appropriately for the future, with community needs and desires in mind. Strategic Focus: Building Bridges

Adult Services

Successfully researched and planned the digital conversion of Sun Press material from 1920-1945, including copy write concerns, budget, and funding. Strategic Focus: Community, Building Bridges
ASD staff celebrated diversity and inclusion in several book and film discussion programs by choosing titles which reflect the broad spectrum of our community. Strategic Focus: Diversity, Building Bridges, Community

Buildings

Plans for improving handicapped entrance and basement space at Coventry have been completed and will be implemented in 2019. Strategic Focus: Diversity and Inclusion, Safety

Research and planning finalized for increased lighting in multiple library parking lots which will be implemented in 2019. Strategic Focus: Safety

Circulation

100% of Circulation Assistants became proficient in Passport Services which included 26 assistants and two managers. Strategic Focus: Community, Diversity

Coventry

Successfully facilitated communication among Coventry PEACE Campus, park, and library. Strategic Focus: Building Bridges, Safety

Enriched programming for the deaf community by hosting two performances by John Maucere at Cleveland Heights High School. Approximately 800 people in attendance for the evening performance. Strategic Focus: Diversity, Community, Building Bridges

HKIC

Created a Coding Tool Kit and introduced the flipped classroom model for Coding and Windows Basics classes. Strategic Focus: Diversity, Community

Created quick reference guides for social media sites, flatbed scanner, and job seeker resources. Strategic Focus: Community

Information Technology

Successfully implementing a new phone system for better customer service and safety and security for staff. Strategic Focus: Safety, Building Bridges

Noble

Partnered with the City of Cleveland Heights, local organizations, and community members to increase services to refugees in the Noble Neighborhood through ongoing language, citizenship, and driving classes, weekly welcome hubs, and promoting community awareness and support for the refugee experience through programming. Strategic Focus: Diversity, Community, Building Bridges

Youth Services Staff increased community outreach by visiting each Oxford Elementary classroom, providing monthly Book Bike visits to Denison Park and neighborhood events, visiting pediatrician's offices, and maintaining deposit collections at barber shops. Strategic Focus: Diversity, Community, Building Bridges

Security

100% of Security Staff are now trained to proficiently use the CCTV Security Camera system. Strategic Focus: Safety, Building Bridges

Security Staff partnered with Continuing Education Staff on a two-part Emergency Preparedness class for the public. Strategic Focus: Safety, Building Bridges, Community

Technical Services

Successfully created dedicated Jewish Fiction collections for adults, teens, and children. Strategic Focus: Diversity and Inclusion, Community

University Heights

Staff partnered with the UH Fire Department to host programs on public safety concerns. Strategic Focus: Safety, Building Bridges, Community

In partnership with the city, staff organized a panel discussion on Issue 1 in order to increase the knowledge of voters. Strategic Focus: Building Bridges, Community

Youth Services

Staff designed and launched ongoing career readiness resources for teens including resume and writing help. Strategic Focus: Community, Diversity, Building Bridges

Staff launched two new ways to reach families with early literacy, virtual storytimes and Saturday Story Stop. Virtual storytimes, which will be uploaded to our website, will introduce families to our storytellers and allow them to enjoy a storytime from home. Saturday Story Stop is helpful for families who cannot attend our weekday programming. Strategic Focus: Community, Diversity

2018 SYSTEM-WIDE INITIATIVES

- Fine free and automatic renewals to increase access resulting in an increase of items returned and lost items paid
- Jewish fiction collections added for children, teens and adults
- Greater Cleveland Food Bank Summer Lunch Program
- Specialized hotspot lending program created and additional hotspots purchased for the collection
- Added Passport Acceptance Service at Lee Road
- Increased outreach visits by 12% from 2017 to 2018
- Citizenship and Drivers Ed. Classes at Noble
- Expanded streaming services
- Coventry School / Playground Surveys
- New “Here for you, wherever you are” marketing campaign
- Community Partners Meeting

2018 FACILITIES IMPROVEMENTS

- Completed UH odds and ends from 2017 renovation
- Reclaimed Coventry branch basement in preparation for future library use
- Coventry bathroom renovations
- Lee Road tuck-pointing and parking lot lighting
- Lee Road lobby refresh
- Security camera upgrades
- Additional landscaping at UH and Coventry branches

2018 COMMUNITY PARTNERS

Asian Services in Action	Council Gardens	John Carroll University
Bellefaire JCB	Cleveland Orchestra Music Study Group	Judson Park Senior Living
Bhutanese Community of Greater Cleveland	Cleveland Restorations Society	Lake Erie Ink
Case Dental School	Cleveland Signstage	League of Women Voters
Cedar Lee SID	Coventry SID	LGBT Center of Greater Cleveland
Cedar-Fairmount SID	Cuy County Board of Elections	Mac's Backs Books
Center for Arts Inspired Learning	The Digital Mosaic	Magnolia Clubhouse
Centers for Families and Children	Dobama Theater	MetroHealth Hospital
CH-UH School District	Facing History and Ourselves	Musicians' Towers
City Fresh	Family Connections	Noble Neighbors
Clayworks	Foundation Center of Cleveland	NOVA
Cleveland Hearing and Speech	Fund for the Future of Heights Libraries	Ohio Memory Project
Cleveland Institute of Music	Future Heights	Reaching Heights
CH City Council	Great Lakes Theater Festival	Red Cross
CH Office on Aging	Greater Cleveland Food Bank	Severance Tower
CH Parks & Rec	Hebrew Academy	Small Business Development Center at CSU
CH Historical Society	Heights Community Congress	Tri-C East Orchestra
CH Police Juvenile Division	Heights Suburban Collaborative	UH City Council
CH-UH Schools	Heights Regional Chamber of Commerce	UH Parks & Rec
City Club of Cleveland	Heights Schools Foundation	University Hospitals
Cleveland Museum of Art	HeightsARTS	Warrensville Heights Apartments
Cleveland Museum of Natural History	Home Repair Resource Center	Whole Foods

2017-2018 STRATEGIC PLAN AND PROJECT OUTCOME SURVEYS

Purpose Statement: Heights Libraries is administering patron surveys using PLA’s Project Outcome survey management tools in order to measure the impact of library programs on the community.

2018 PROJECT OUTCOME SURVEYS		
SURVEY PERIOD	PROGRAM	AUDIENCE
January	Bellefaire JCB: Homeless & Missing Youth of Cuyahoga County	Adult
January – March	Explore Space: A Cosmic Journey	All Ages
February	Job Search Essentials: Resume Workshop	Adult
February	Coventry Conversations: Your Old House	Adult
February	Book Discussion: <i>Evicted</i> by Dr. Matthew Desmond	Adult
February	Heights Community Congress: Fair Housing in the Heights	Adult
March	One Community Reads: Dr. Rosie Tighe Lecture	Adult
March	Dr. Matthew Desmond Streaming at Playhouse Square	Adult
April	End-of-Life Advanced Planning Series	Adult
May	Exploring the Heart of Dying	Adult
April – May	Teen Digital Media Lab: Music Makerspace	Teen
June – August	Summer Reading Adventures	Children
June – August	Summer Reading Adventures	Teen
June – August	Summer Reading Adventures	Caregiver
October	Mental Health First Aid Training	Staff
November – December	In My Day: An Oral History Project	All Ages
November – December	Reserve a Tech Expert	All Ages
November – December	Free With Your Library Card	All Ages
2017 PROJECT OUTCOME SURVEYS		
June – August	Summer Reading Program: Dream, Build, Share!	Child/Teen
June – August	Summer Reading Program: Dream, Build, Share!	Caregiver
August – October	Hotspot Lending	Adult
September	Coventry Conversations: Meet the Mayor	Adult
September – October	Teen Digital Media Lab: Music Makerspace	Teen
September – October	Computer Basics	Adult
September – October	Learning Circle: The New Rules of Work	Adult
September – December	Story Stop	Family
September – December	Noble Senior Outreach	Adult
October	ACLU Know Your Rights: What to Do if Stopped by Police	Adult
October	On the Same Page: Selma at the Cedar Lee	All Ages

“The instructor was so helpful and it encouraged me to be more confident about myself and job searching.” – Job Search Essentials: Resume Workshop

“This program has opened my mind to the nearly endless possibilities of making music.” – Teen Digital Media Lab: Music Makerspace

“I liked how involved everyone was and how educated the speaker was.” – One Community Reads: Dr. Rosie Tighe, CSU

“This is such a unique program to be able to attend.” – Exploring the Heart of Dying

2017-2018 PROJECT OUTCOME DATA OVERVIEW

Average scores are calculated by assigning a 1- 5 value to each Likert Scale answer (Strongly Disagree to Strongly Agree) on a survey. Aggregated responses are then averaged by weighting to these categories to come up with an aggregate score for each question, which can also be aggregated further to larger groups of libraries.

SURVEY TOPICS

Civic/Community Engagement

Heights Libraries: 4.0

State Average: 4.2

National Average: 4.1

Digital Learning

Heights Libraries: 4.5

State Average: 4.4

National Average: 4.5

Early Childhood Literacy

Heights Libraries: 4.8

State Average: 4.5

National Average: 4.5

Education/Lifelong Learning

Heights Libraries: 4.6

State Average: 4.4

National Average: 4.5

Job Skills

Heights Libraries: 5.0

State Average: 4.5

National Average: 4.5

Summer Reading – Child/Teen

Heights Libraries: 4.5

State Average: 4.2

National Average: 4.2

Summer Reading – Caregiver

Heights Libraries: 4.4

State Average: 4.3

National Average: 4.2

OUTCOMES

Knowledge

Heights Libraries: 4.6

State Average: 4.4

National Average: 4.4

Confidence

Heights Libraries: 4.5

State Average: 4.3

National Average: 4.3

Application/New Skills

Heights Libraries: 4.6

State Average: 4.4

National Average: 4.4

Awareness of Resources

Heights Libraries: 4.5

State Average: 4.4

National Average: 4.4