

2019

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 - University Heights community to determine residents' 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*

Since 2017, all staff members have been required to create one Strategic Planning Goal each year that falls under one of the four strategic focus areas. In 2019, staff members could choose to create a Strategic Planning Goal or participate in a Community Conversation, as was done in 2016, in order to gather data which would form the 2020-2022 Strategic Plan.

In 2019, 97 percent of staff completed a Strategic Planning Goal or Community Conversation. Community Conversations were conducted using tools provided by The Harwood Institute of Public Innovation.

2019 STRATEGIC PLANNING GOAL INITIATIVES

Administration

Updated and refreshed the Heights Libraries employment website to promote a positive work environment and encourage community members to apply to work at the library. Upgraded application software for ease of use and streamlining procedures. Researched and implemented new recruitment strategies to further diversity and inclusion in hiring practices. Strategic Focus: Building Bridges, Community, Diversity

Performed Community Conversations data analysis using The Harwood Institute of Public Innovation tools. Creation, distribution and analysis of community surveys so that the Library may plan appropriately for the future, with community needs and desires in mind. Strategic Focus: Building Bridges

Adult Services

Staff served on several committees to plan community events such as the NEA Big Read, Harvey Pekar Park Comic Book Fest, and Small Business Saturday. Staff also helped to coordinate two Library Community Partners Meetings, which bring together library partners to discuss successes, challenges, and how local organizations can work together to solve problems. Strategic Focus: Building Bridges, Community

Staff members facilitated book and film discussion programs, choosing materials which reflect current community concerns such as the New York Times' 1619 Project. Strategic Focus: Building Bridges, Community, Diversity

Buildings

Supported community use of Coventry PEACE Park by conducting safety checks and repairs to playground, mowing and garbage pick-up, lighting and signage. Strategic Focus: Building Bridges, Safety

Researched and implemented procedures for reusing boxes from all deliveries and departments for shipping to save on packaging costs and increase recycling. Strategic Focus: Building Bridges

Circulation Services

Supported Mobile Pantry and Summer Lunch programs which provide free meals and fresh produce for food-insecure children, adults, and seniors in the community. Strategic Focus: Building Bridges, Community, Diversity, Safety

Communications

Implemented new book bike initiative, Book Bike Jr., to increase access to library services and public knowledge of library services. Designed graphics to effectively communicate the book bike's mission promote approachability. Provided outreach visits to community events, grocery stores, parks, and more to sign folks up for library cards, give away books, and highlight library programs and services. Strategic Focus: Building Bridges, Community

Provided web support and maintenance for the roll out of new "Here for You" slogan. Launched video campaign featuring staff members to promote a positive work environment and encourage community members to apply for jobs at the library. Strategic Focus: Building Bridges, Community, Diversity

Continuing Education

Supported the Summer Lunch program by offering weekly interactive STEM/coding activities for children. Strategic Focus: Building Bridges, Community, Diversity

Coordinated staff training sessions on topics of community concern including Racial Equity Groundwater training, Mental Health First Aid, QPR Gatekeeper training, and the Homelessness in the Library series. Focus: Building Bridges, Community, Diversity, Safety

Coventry Village Branch

Engaged parents from the community with Stork Storytimes, a program for expectant parents, with information on how stories, songs, and other activities develop early literacy skills. Strategic Focus: Building Bridges, Community

Created bilingual aids with common customer service requests and questions to better serve Russian customers. Strategic Focus: Building Bridges, Diversity

Enriched programming for the Deaf community by hosting a performance by Deaf entertainer Dack Virnig, as well as launching a Lunch and Learn program on Deaf Culture with Coventry merchants and Cleveland Hearing and Speech. Began advertising and scheduling interpreters as needed for any Library program when an interpreter is requested. Strategic Focus: Building Bridges, Diversity

Information Technology

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

Noble Neighborhood Branch

Circulation staff provided outreach to community events such as the Noble Neighbors Garden Markets and Noble Literacy Night to update library cards, forgive fines, and issue new library cards.

Youth Services staff continued to find innovative ways of reaching children in the community by starting Bilingual Storytime and partnering with Family Connections to create a Kindergarten Readiness Program to offer at the Noble Neighborhood Branch. Strategic Focus: Building Bridges, Community, Diversity

Security Services

Staff learned to identify behavioral characteristics of people with autism to aid appropriate responses and support for patrons with autism in the Library. Strategic Focus: Building Bridges, Diversity, Safety

One hundred percent of Security Staff are trained to proficiently use the updated CCTV Security Camera system. Strategic Focus: Building Bridges, Safety

Technical Services

Successfully cataloged circulating playground equipment for the Coventry PEACE Park. Strategic Focus: Community

University Heights Branch

Staff attended Re-Entry for Ex-Offenders workshop to increase understanding of how to effectively and empathetically serve this population. Strategic Focus: Building Bridges, Community, Diversity

Youth Services

Staff launched the Winter Reading Club after receiving community feedback following the 2018 Summer Reading Program to continue similar programs throughout the year. Strategic Focus: Building Bridges, Community

Staff implemented innovative ways of reaching children through the 2019 Summer Reading Program by expanding enrollment to community preschools and daycares. Strategic Focus: Community, Diversity

2019 COMMUNITY CONVERSATIONS

Forty-eight staff members across all departments conducted Community Conversations in 2019 to determine community aspirations, needs, and challenges. Staff members took notes at community meetings, interviewed community members, and passed out surveys after library events. Survey responses were also collected online through the Heights Libraries website.*

After evaluating and analyzing responses, four areas of strategic focus have been determined for the Heights Libraries 2020-2022 Strategic Plan:

- *Foster diversity, equity, and inclusion*
- *Seek opportunities to promote an environment of safety and security for the community*
- *Be proactive in facilitating communication and be a bridge builder for community concerns*
- *Be a bedrock for community workforce development*

Additionally, with data collected through Community Conversations, the Library has had the opportunity to renew the Mission, Vision, and Values statements.

Our Mission

The mission of the Cleveland Heights – University Heights Libraries is to:

- Provide free access to services and facilities for all ages
- Maintain safe, welcoming spaces and digital environment
- Offer expert information and research assistance
- Maintain and lend outstanding and balanced collections and materials
- Focus on programs and services that transform people's lives
- Deliver high quality outreach services where they are needed

Our Vision

The Cleveland Heights – University Heights Libraries are the progressive and adaptive center of the community, connecting people to each other, to their neighborhoods, and to the world.

Our Values

We place great value in:

- Service for all
- Ensure that our libraries remain free and accessible. Champion digital and print literacy, intellectual freedom, and privacy. Respond to the needs and wants of our customers by leading with a culture of acceptance, equity, inclusion, and respect for all.
- Supporting community aspirations
- Cultivate and support programs that encourage safe and economically thriving neighborhoods. Foster a climate of innovation inside and outside our walls.
- Responsible stewardship

- Implement effective management practices that incorporate integrity, diversity, and ethics in the workplace. Share organizational decision making and responsibility. Communicate effectively internally and externally.

* A full report of Community Conversations data is available upon request: mkkinney@heightslibrary.org

2019 SYSTEM-WIDE INITIATIVES

- 1619 Project Discussion Groups
- Cleveland Heights Refugee Services Committee with the City of Cleveland Heights
- Compass Consulting hired to move Heights Libraries toward becoming a true Anti-Racist Institution
- Developed 2020-2022 Strategic Plan with consulting from NEO-RLS
- Expanded culinary literacy programs
- Expanded services and programs for Deaf and Hard of Hearing
- Expanded streaming services
- Formation of Anti-Racism/DEI Task Force
- Greater Cleveland Food Bank Mobile Pantry distribution site
- Greater Cleveland Food Bank Summer Lunch Program
- Hosted two Community Partners Meetings
- Maintained and improved Coventry PEACE Park, adding benches, trees and landscaping, and circulating playground equipment
- Notification of the availability ASL Interpreters on all publications and meeting notices
- Participated in NEA Big Read
- Provided Mental Health First Aid Training and QPR Gatekeeper Training for staff, community partners, and public made possible with a grant from LSTA
- Racial Equity and Inclusion Groundwater Training for all staff
- Racial Equity and Inclusion Phase I Training for all Administration Services Team and Library Board of Trustees
- Say Yes to Education Post-Secondary Planning for Cleveland Heights-University Height City School District
- SPARK Services in partnership with Family Connections and Cleveland Heights-University Heights City School District
- ULead Team developed Early Literacy Kits for WIC

2019 FACILITIES IMPROVEMENTS

- Coventry Branch basement renovation and waterproofing project
- Created dedicated Tween space at Lee Road Branch
- Lee Road Branch basement repairs
- Lee Road Branch space study with State Library of Ohio
- Parking lot improvements at all branches
- Replaced steam-heat boiler at Noble Branch
- Restroom improvements at Lee Road Branch
- Security camera upgrades
- Self-Check Out stations and software upgrades at each branch
- Washington Boulevard property Compressor replacement
- Windows 10 software upgrade on all public and staff computers

2019 COMMUNITY PARTNERS

Asian Services in Action
Artful
Bellefaire JCB
Bhutanese Community of Greater Cleveland
Building Hope in the City
Cedar Lee SID
Cedar-Fairmount SID
Center for Arts Inspired Learning
Centers for Families and Children
Cleveland Chesed Kosher Food Bank
City Club of Cleveland
City of Cleveland Heights
City of University Heights
Cleveland Hearing and Speech
Cleveland Heights – University Heights School District
Cleveland Heights Historical Society
Cleveland Institute of Music
Cleveland Museum of Art
Cleveland Museum of Natural History
Cleveland Orchestra Music Study Group
Cleveland Signstage
Coventry PEACE Campus
Coventry SID
CSU Small Business Development Center
Cuyahoga County Board of Elections
Dobama Theatre
Ensemble Theatre
Facing History and Ourselves
Family Connections
Foundation Center of Cleveland, Candid
FRIENDS of Heights Libraries
Fund for the Future of Heights Libraries
Future Heights
Greater Cleveland Food Bank
Great Lakes Theater
Hebrew Academy
HeightsARTS
Heights Bicycle Coalition
Heights Community Congress
Heights Emergency Food Center
Heights Regional Chamber of Commerce
Heights Schools Foundation
Heights Suburban Collaborative
Home Repair Resource Center
Imaginary Worlds Comic Book Shop
John Carroll University
Judson Park Senior Living
Lake Erie Ink
League of Women Voters
LGBT Community Center
Mac's Backs Books
Magnolia Clubhouse
Musicians' Towers
National Park Foundation
Noble Neighbors
NOVA
Ohio Memory Project
Reaching Heights
Red Cross
Renovare Music
The Digital Mosaic
US Together
Warrensville Heights Apartments
Whole Foods

2017-2019 STRATEGIC PLAN AND PROJECT OUTCOME SURVEYS

Since 2017, Heights Libraries has administered patron surveys using the Public Library Association's Project Outcome survey management tools in order to measure the impact of library programs on the community.

2019 PROJECT OUTCOME SURVEYS		
SURVEY PERIOD	PROGRAM	AUDIENCE
February	Coventry Conversations: Recycling Confusions	All Ages
April	Mental Health First Aid Training	Adult
May	QPR Gatekeeper Training (Suicide Prevention)	Adult
June – August	Summer Reading: The Great Outdoors	Children
June – August	Summer Reading: The Great Outdoors	Teen
June – August	Summer Reading: The Great Outdoors	Caregiver
October	Mental Health First Aid Training	Adult
November	Tech for Kids Workshop: Sphero Bots	Family
December	1619 Project Discussion	Adult
2018 PROJECT OUTCOME SURVEYS		
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

2017-2019 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: 4.3

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