



Strategic Plan

FY2020-2022

Approved by the Board of Trustees on

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.

Our Tagline

Opening Doors, Opening Minds

Our Future: Strategic Focus Areas

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

Introduction

The Cleveland Heights-University Heights Libraries have consistently utilized the process of strategic planning to set goals, measure progress and move into the future with strength and relevancy. The FY2017-2019 plan was characterized by a focus on being an impactful and active part of the community. The successful implementation of the FY2017-2019 plan presents the library with the necessary framework to continue its outward reach by connecting people to each other and to their neighborhoods, while also striving to provide necessary services and resources for community workforce development.

The strategic plan is organized around four overarching strategic focus areas, each supported by strategic objectives and goals. The plan serves as a template for decision-making and the effective allocation of resources. Most importantly, the FY2020-2022 strategic plan clearly adheres to the Library's mission and supports its vision to be the "...progressive and adaptive center of the community..."

The Process

The Cleveland Heights-University Heights Libraries entered into a new strategic planning process in August 2019.

Information was acquired in 2019 from the Harwood Institute's ASK Exercise and the Aspiration Survey which focused on community concerns, aspirations, challenges, and needs. The information acquired from the surveys was shared with the Board of Trustees and the library's management team. Feedback from the surveys indicated positive community feelings about the library and respondents expressed an interest in having the library take a lead on progressive issues facing the community. Mention of issues around diversity and inclusion and jobs and employment were prevalent as well as comments about the need for increased opportunities for different parts of the population. The Board of Trustees met on October 7, 2019 for a four hour retreat to review the mission, vision and values of the library. A decision was made to create new statements and revise the definitions for the values. The Board then discussed the viability of continuing to focus on three of the previous strategic areas, agreeing that they were areas in which the library could continue to have great community impact. In addition, based on the survey responses, a fourth area of strategic focus was created around workforce development.

The Administrative Support Team then met on November 11, 2019 for a four hour retreat to consider the strategic focus areas through five library-specific perspectives (Community, Staff, Internal Processes, Financial, and Non-Financial Resources), thus resulting in objectives under each focus area. The information from that retreat was compiled and will be used by the Administrative Support Team and staff to create the goals used to implement the plan.

The themes from the surveys are carried throughout the plan and are supported by objectives and goals which will positively impact the lives of those in the community.

Planning Team

Board of Trustees

Chris Mentrek, *President*
James Roosa, *Vice President*
Dana Fluellen, *Secretary*
Max Gerboc
Annette Iwamoto
Suzann Moskowitz
Vikas Turakhia

Administration Support Team

Nancy Levin, *Director*
Kim DeNero-Ackroyd, *Deputy Director*

Sheryl Banks, *Communications Manager*
Chuck Collins, *Adult Services Manager*
Constance Dickerson, *Noble Branch Manager*
Kevin Echols, *Safety and Security Manager*
Ty Emerson, *Circulation Services Manager*
Pat Gray, *Coventry Branch Manager*
Jenny Greene, *Technical Services Supervisor*
Matt Hoffman, *IT Manager*
Heather Howiler, *Continuing Education Manager*
Maggie Kinney, *Special Projects Manager*
Sam Lapidés, *Youth Services Manager*
Laurie Marotta, *Human Resources Manager*
Sara Phillips, *University Heights Branch Manager*



Strategic Focus 1

Foster diversity, equity, and inclusion

Strategic Objectives

- a. Develop a culture of continuous evaluation to eliminate barriers, biases and inequities.**
- b. Establish innovative recruitment and training practices.**
- c. Create a nimble programming framework to respond to community interests and news.**
- d. Make accessibility a priority.**
- e. Strengthen and expand existing partnerships.**

Strategic Focus 2

Seek opportunities to promote an environment of safety and security for the community

Strategic Objectives

- a. Create and invest in a plan for heightened safety and security.**
- b. Be a champion for mental and emotional safety and security.**
- c. Collaborate with city services and organizations.**

Strategic Focus 3

Be proactive in facilitating communication and be a bridge builder for community concerns

Strategic Objectives

- a. Gather quantitative and qualitative information on community concerns and needs to discover gaps so they may be addressed.**
- b. Build the library's role as an active community partner.**
- c. Support a flexible staff infrastructure that fosters their community involvement and outreach.**
- d. Invigorate the library's role as a convener of conversations and a neutral forum.**

Strategic Focus 4

Be a bedrock for community workforce development

Strategic Objectives

- a. Leverage community partnerships around workforce development.**
- b. Be the catalyst for the emergence of community employment and volunteer fairs.**
- c. Grow physical and digital collections to support workforce development.**
- d. Assess staffing and skills in support of workforce development.**