EXHIBIT 11

CLEVELAND PUBLIC LIBRARY

Board Meeting
June 15, 2023

RESOLUTION ACCEPTING THE STRATEGIC PLAN 2023-2027

WHEREAS, The Cleveland Public Library Board of Trustees Strategic Planning Committee has reviewed and discussed the Library's plan for the future; and

WHEREAS, Cleveland Public Library's strategic plan collected input from the 2014-2017 Community Vision Plan report, a Founder's Day event, two Employee Engagement surveys, one branding survey, three Town Hall Meetings, a symposium featuring Library leaders across the U.S. and an international speaker, a series of Community Conversations with Cleveland Leaders and a Library Thought Leaders series; and

WHEREAS, The Director and Executive Leadership Team applied this input and information to develop a strategic plan for the Library, "The People's University 2030," 2023-2027; and

WHEREAS, The Director submits and recommends approval of the Strategic Plan 2023-2027, a copy of which is attached to this Resolution; and

WHEREAS, The Board of Library Trustees has reviewed the Strategic Plan; now therefore be it

RESOLVED, That the Cleveland Public Library Board of Trustees approves The People's University 2030 plan as its path to creating "a city in which opportunity is within reach of everyone and a Library that empowers its people."

Connecting Community & Curiosity

The People's University 2030 Plan

A VISION FOR OUR CITY

The People's University 2030 Plan: CONNECTING COMMUNITY & CURIOSITY is a bold vision for Cleveland and its library. It's a vision for a city that puts opportunity within reach of every Clevelander and a library that empowers its people.

Cleveland is a town of determination. Despite the challenges, the rust belt reputation, and even the highs and lows on the scoreboard, we believe in Cleveland. We choose to look forward, not back. We want to build a future that is more equitably distributed, not just for a moment but for a lifetime.

Over the next decade, we are reimagining what an urban public library system can be. We will become THE PEOPLE'S UNIVERSITY, the center of learning for a diverse and inclusive community. By 2030, we will complete the revitalization of all our CAMPUSES, inside and out, igniting possibility for all. We will realize THE PEOPLE'S UNIVERSITY, a place that nurtures citizen-to-citizen learning on a large scale. We will create lasting impact by helping to CLOSE THE GAPS facing our community. And, as always, we will operate responsibly to earn and maintain public trust.

Our twenty-seven branches are beloved, safe spaces in our neighborhoods and complement our downtown campus, the third largest public research library in the country. While our collection of books and materials is at our core, we have a long history of connecting people to the world around them and to each other.

The People's University 2030 Plan sets our organization on an ambitious course, connecting people to what's possible - one book, one hot spot, one idea, one story time at a time.

Felton Thomas, Jr.
Executive Director & CEO

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OUR HISTORY

Cleveland Public Library (CPL) opened its doors on February 17, 1869 on the third floor of the Northrup & Harrington Block, on West Superior Avenue adjacent to the Board of Education.

1853	Ohio funds libraries in schools
1869	Public School Library becomes Cleveland Public Library
1890	First library of its size to offer open shelving
1892	CPL's first branch opens near the West Side Market
1898	The first space dedicated to children opens at the Main Library
1903	CPL is one of the first libraries to lend Braille books to the blind
1925	Construction of Main Library completed
1957	Friends of Cleveland Public Library founded
1975	CPL begins transferring 5 million catalog cards to computer records
1982	CLEVNET consortium of libraries launches
1997	Louis Stokes Wing is dedicated
2003	CPL is the first library to offer e-books
2012	TechCentral opens with computers, tablets, and 3D printers
2019	Cleveland Public Library celebrates its 150th Anniversary

BACKGROUND

Cleveland Public Library serves the residents of Cleveland through its network of:

3 Anchor Caampuses

10 Community Hubs

15 Neighborhood Campuses

4 Learning Satellites

Our collection of 11 million items is our most treasured possession. Cleveland Public Library lends nearly 6 million items a year to its 300,000 registered borrowers and to 45 other CLEVNET-member libraries in 12 counties across Northeast Ohio.

Beyond our own walls, we have found creative ways to reach further in to our community and provide services for special populations. The Library services a grab-and-go book locker in Newburgh Heights, provides homebound delivery and mail services, along with satellite locations at Case Western Reserve University, Tri-C, and Cleveland State University. Our Public Administration Library (PAL) at City Hall serves the reference and informational needs of city government officials and the public.

We are the home of the Ohio Center for the Book (OCFB) featuring works and programs by and for Ohio authors. On behalf of the State Library of Ohio, Cleveland Public Library administers the Ohio Library for the Blind and Print Disabled (OLBPD), serving all 88 counties in the state of Ohio with materials, tools, and assistance for those who are sight challenged. And we lease space to Say Yes Cleveland, an organization which addresses postsecondary affordability and provides support services to students from Pre-K through high school graduation.

BY THE NUMBERS Source: CPL Annual report, 2022

Cleveland Population:

374,557
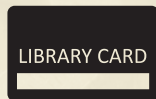
Total Registered Borrowers:

294,253

Total Circulation System:

3,358,554
(-3% v. YAG*)

Total Attendance for System:

949,832
(+22% v. YAG)

Loans to Other Library Systems:

706,516
(+43% v. YAG)

Computer Usage (hours):

141,628
(+18% v. YAG)

Reference Transactions:

305,292
(+42% v. YAG)

*year ago

OUR VALUES

C	**CURIOUS**	We are open-minded. We use our collective knowledge to create the greatest opportunity.
E	**EQUITABLE**	We meet people, partners, and employees where they are. We empower all with opportunities.
N	**NURTURING**	We nurture our relationships, acting in an open and straightforward way. We strive to continuously exceed community needs and anticipate their wishes.
T	**TRANSFORMATIONAL**	We take a nontraditional approach to achieving transformation.
E	**EXCELLENCE**	We pursue community-focused goals with excellence, intention and determination.
R	**RESPONSIBLE**	We are responsible and respectful caretakers of the public's investment.

OUR JOURNEY

2014-2017

COMMUNITY VISION PLAN

Cleveland Public Library, in collaboration with the Cleveland Urban Design Collaborative, engaged communities around 13 neighborhood branches in the CPL system to determine future services that will be offered at its branch locations through authentic engagement and valued input from community residents.

GROUP 1: Fleet; South; Sterling; and Woodland branches
GROUP 2: Brooklyn; East 131st; Mt Pleasant; and South Brooklyn branches
GROUP 3: Eastman; Hough; Union; Walz; and West Park branches

DECEMBER 2018

REFUSING TO BE QUIET: Challenging the Traditional Library Service Model

Library thought leaders from around the world share how their library systems evolved beyond the traditional service model.

- Rolf Hapel, Professor of Practice at University of Washington iSchool
  The Role of the Library in the Networked Society

- Elizabeth McChesney, Chicago Public Library
  What Happens to the Thoughts Outside the Box: Transforming Library Services for Chicago's Children

- Richard Kong, Skokie Public Library
  Civic Engagement - Inclusive Services Reflecting the Diversity of Skokie

- Kelvin Watson, Broward County Libraries
  In Pursuit of Equity, Diversity, and Inclusion

2019

CPL150

Cleveland Public Library celebrates its 150th anniversary, launches the Cleveland Public Library Foundation and kicks off a 10-year master plan to fulfill its promise to the community to reimagine every library branch in its system.

2020-2021

COMMUNITY CONVERSATIONS

Community leaders to speak to Library staff about how their organizations are addressing community needs.

- Center for Community Solutions
- City of Cleveland Department of Aging
- Cleveland Metropolitan School District
- Cuyahoga Arts & Culture
- Cuyahoga Metropolitan Housing Authority
- Greater Cleveland Food Bank
- The Literacy Cooperative
- Ohio Means Jobs

2021-2022 — STAFF SURVEYS & POLLS

A number of surveys and discussions with Library staff provided perspective about organizational values, strengths and opportunities and level of connection and engagement.

- Branding Survey: Defining who we are
- Founder's Day: Polls & Break Out Sessions to discuss organizational values
- Employee Engagement Surveys

2021-2022 — LIBRARY THOUGHT LEADERS

A Town Hall series featuring three community leaders discussing how their libraries are changing and evolving

- Seattle Public Library, WA, Equity & The Public Library
- Denver Public Library, CO, Public Libraries Turning Outward
- Anythink Libraries, CO, Reinventing the Public Library

2022-2023 — STRATEGIC PLANNING WORKING GROUPS

Three strategic planning working groups formed around DIGITAL LITERACY, KINDERGARTEN READINESS and WORKFORCE DEVELOPMENT. Each group had a sponsor at the leadership level and each group was comprised of staff experienced in the priority area or volunteered to be part of a working group. Staff have varying years of service and play different roles within the organization.

Digital Literacy
Sponsor: John Malcolm
Team: Melissa Canan, Eric Eubanks, Anthony Long, Terence Myhand, Suzi Perez, Ron Roberts, Matt Sucre, Tristan Wheeler

Kindergarten Readiness
Sponsor: Erica Marks
Team: Charles Byrd, Tracie Forfia, Patricia Fullmer, Annisha Jeffries, Allison Kennedy, Lisa Kowalczyk, Sandy Nosse, Joanna Rivera
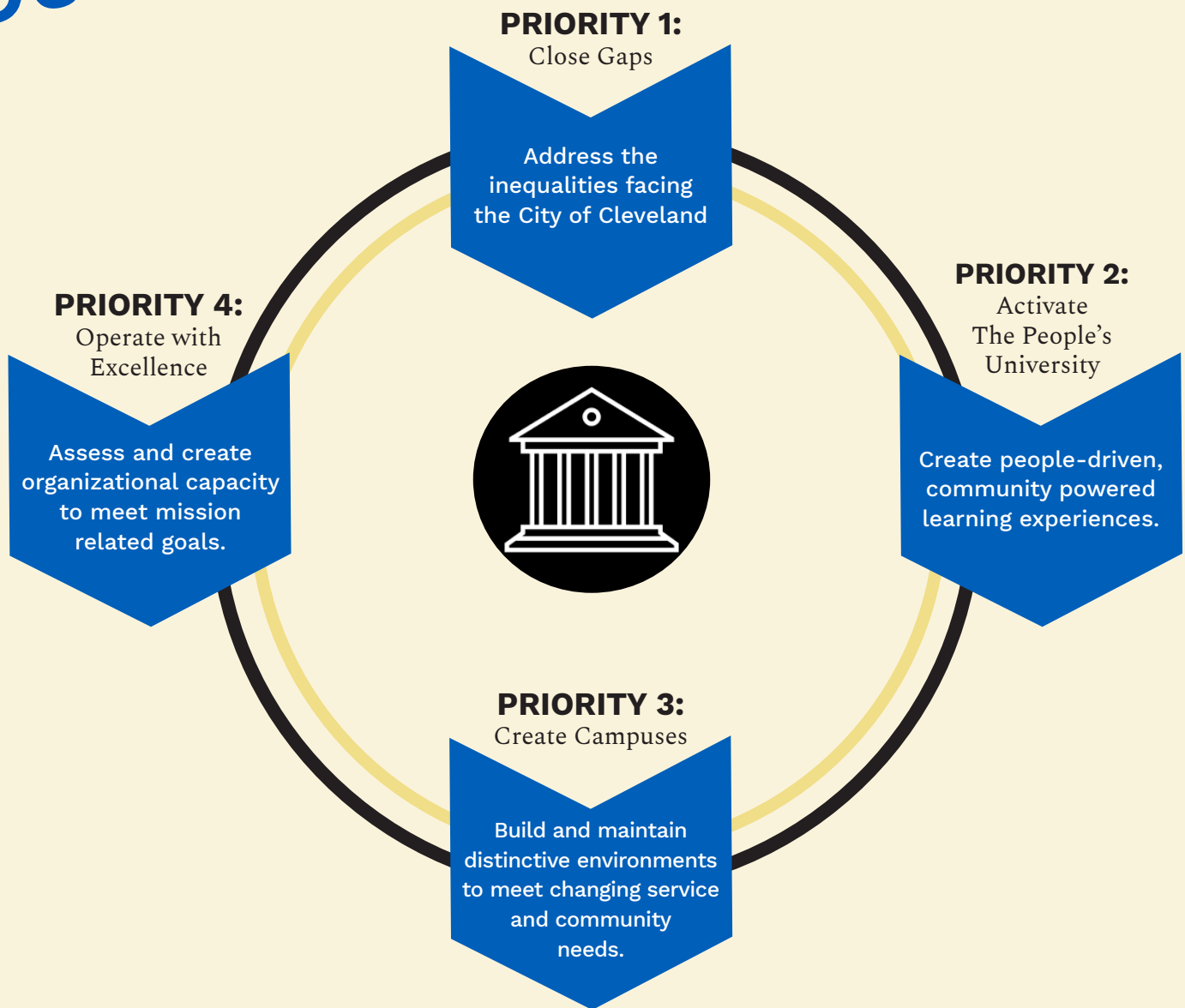
Workforce Development
Sponsor: Shenise Johnson Thomas
Team: Leslie Barrett, Shayla Boyce, Melissa Canan, Zach Hay, Pasha Moncrief Robinson, Sherry Parker, Peter Roth, Robin Wood

For each priority area, the groups made recommendations to the Executive Leadership Team about:
1. The role the Library should play.
2. Existing programs and services that are: 1) strong and 2) have high community impact
3. New ideas that would: 1) have high community impact and 2) further strengthen CPL's work.

OUR STRATEGIC FRAMEWORK

PRIORITY 1:
Close Gaps

Address the inequalities facing the City of Cleveland

PRIORITY 2:
Activate The People's University

Create people-driven, community powered learning experiences.

PRIORITY 3:
Create Campuses

Build and maintain distinctive environments to meet changing service and community needs.

PRIORITY 4:
Operate with Excellence

Assess and create organizational capacity to meet mission related goals.

p. 11: Photos of Cleveland Public Library trustees, patrons and staff over our rich 154-year history including former Head of Library Linda Eastman (1918 to 1938). Eastman was a trailblazing pioneer and visionary leader who laid the foundation for a multitude of services and opportunities the Library offers today.

OUR PRIORITIES At a Glance

Closing Gaps: Addressing the inequalities facing the City of Cleveland.

Our greatest impact will begin with our youngest Clevelanders. We will ensure families of children ages 0-5 have the LITERACY skills to be READY FOR KINDERGARTEN.

Cleveland is the worst internet-connected city in the United States. We need DIGITAL EQUITY. We will work to build skills and increase comfort with an increasingly digital world among Cleveland strivers and seniors.

Finding and keeping a job is the starting point in a journey to financial stability. We will connect Cleveland's strivers to JOBS and develop skills that are integral to finding, keeping, and progressing in a career.
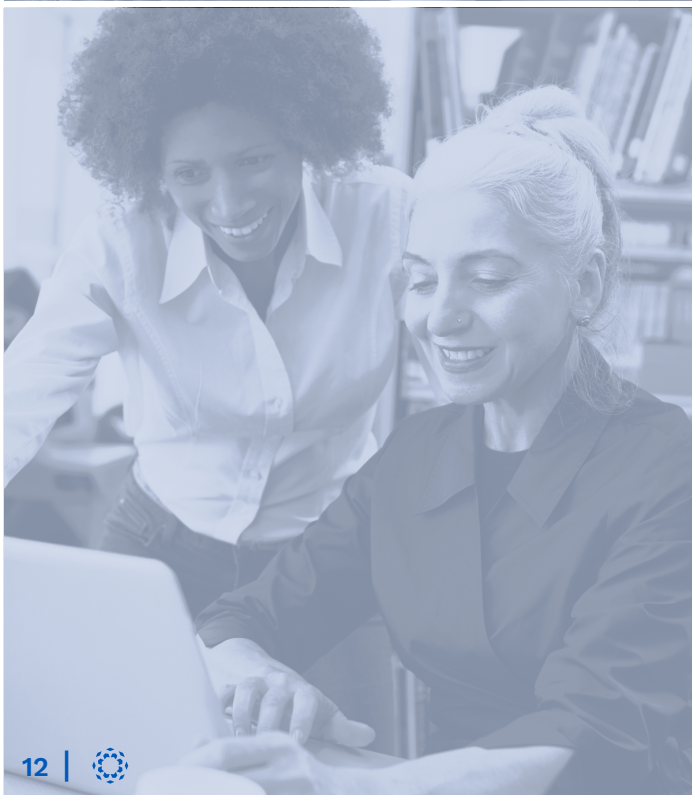
Activating The People's University 2030: Creating people-driven, community-powered learning experiences.

Cleveland Public Library isn't just any university. You can start (and stop) your learning journey at any age, when, and where you like. We are a barrier-breaking university that removes obstacles to opportunity. We do not care about your GPA, we do not require standardized tests or letters of recommendation and no tuition is required. You define your success.

We will build a university of the people, accessible to all. Our patrons will be our partners in teaching and learning. We will facilitate peer-to-peer learning with classes and services based on real-world experience and the interests of our patrons by our patrons.

The People's University will become a model of service that puts the "people" at the forefront of learning.
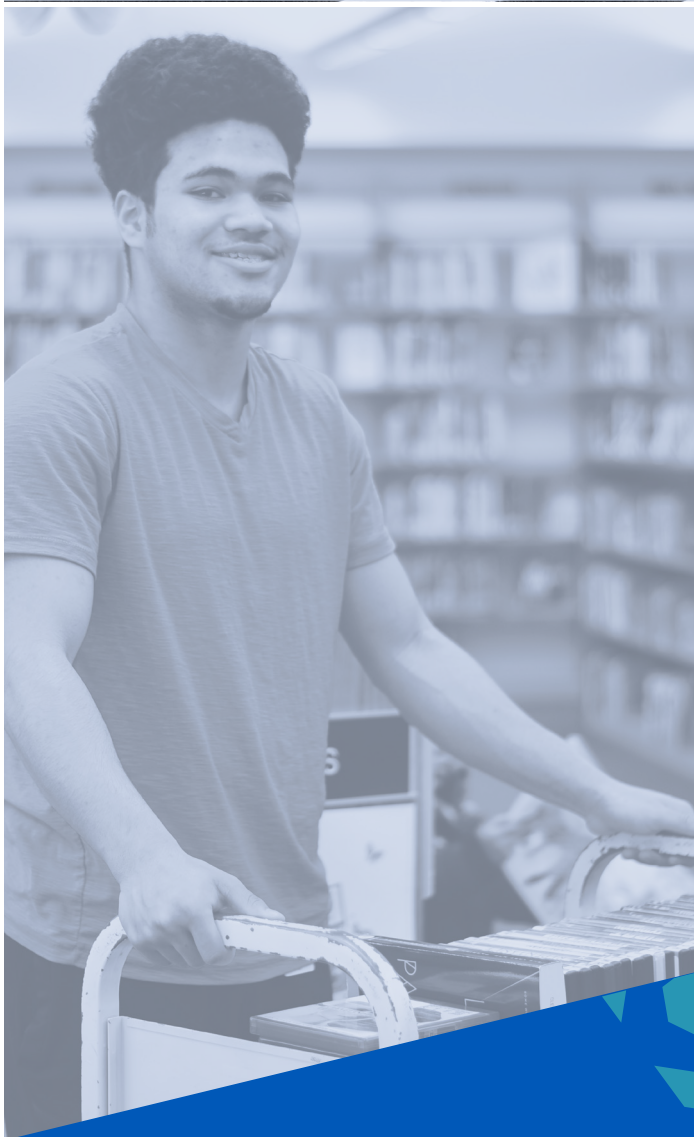
Creating Campuses: Building & maintaining distinctive environments to meet changing service & community needs.

Spread throughout the city of Cleveland, we will REIMAGINE each of our campuses to be safe and welcoming state-of-the-art, creative learning labs by 2030.

We will create a consistent, seamless technology experience and partner on pathways to access broadband for our community by 2025.

We will complement our Facilities Master Plan (FMP) by raising funds to activate our outdoor spaces to extend our reimagined campuses beyond four walls.

We will find creative solutions to closing gaps in service within the Cleveland community.

Operating with Excellence: Assessing & creating organizational capacity to meet mission-related goals.

We will work to be known and recognized as a model of diversity, equity, inclusion, and belonging (DEIAB) culture.

Align available financial resources and systems with strategic priorities and keep promises made to voters and funders.

Create and nurture an engaged workplace, putting people with the right skills and knowledge in the right places.

Build and foster a culture of continuous improvement, measuring our impact and evaluating and evolving our systems and processes equitably.

We will increase financial resources to extend the reach of the Library's strategic priorities.

Closing Gaps:
Addressing the inequalities facing the City of Cleveland

KINDERGARTEN READINESS

According to the Ohio School Report Card, 61.2% of Cleveland Metropolitan School District kindergarteners are not on track to meet state standards in early literacy. The Early Literacy Component is a measure of reading improvement and proficiency for students in kindergarten through third grade.

OUR GOAL:
Increase the number of children under five who have the LITERACY skills to be READY FOR KINDERGARTEN.

OUR ROLE:
Cleveland Public Library connects the community with experiences to play, learn, and grow together.

MEASURING OUR PROGRESS

By 2025

- Increase 0-5 Early Literacy programs offered by 36% and attendance by 50%.

- Increase the number of children (0-5) who have a library card by 10%.

- Each year, score in the 3+ pt range in feeling of preparedness for kindergarten among program participants (1=no change to 5=extremely prepared).

KEY INITIATIVES

2023

Reinvigorate key kindergarten readiness programs, examining staples like story time, support for teachers and Young Scholars Academy as well as expanding services to our youngest Clevelanders and their families, (0-3).

2024

- Activate *On the Road to Reading*, a mobile unit designed to deliver literacy skills and services in neighborhoods throughout the City of Cleveland.

- Create a series of milestone kits to engage families and their early learners in reading: from birth to first haircut and first day of school.

2025

- Make Cleveland Public Library locations family destinations.

- Activate newly created Art & Education amphitheater on the Hough campus with a focus on kindergarten readiness and additional programming aligned for the space.

DIGITAL

LITERACY

OUR GOAL:
Build basic digital skills among Cleveland strivers and seniors.

OUR ROLE:
Cleveland Public Library will be a personal, hands-on bridge to the digital space.

Cleveland is the worst internet-connected city in the United States. 86.9% of households (HH's) in Cleveland have a computer. 75.2% of HH's in Cleveland have a broadband internet subscription, leaving ~25% of Cleveland households without consistent broadband access v. 10% of households in the United States*.
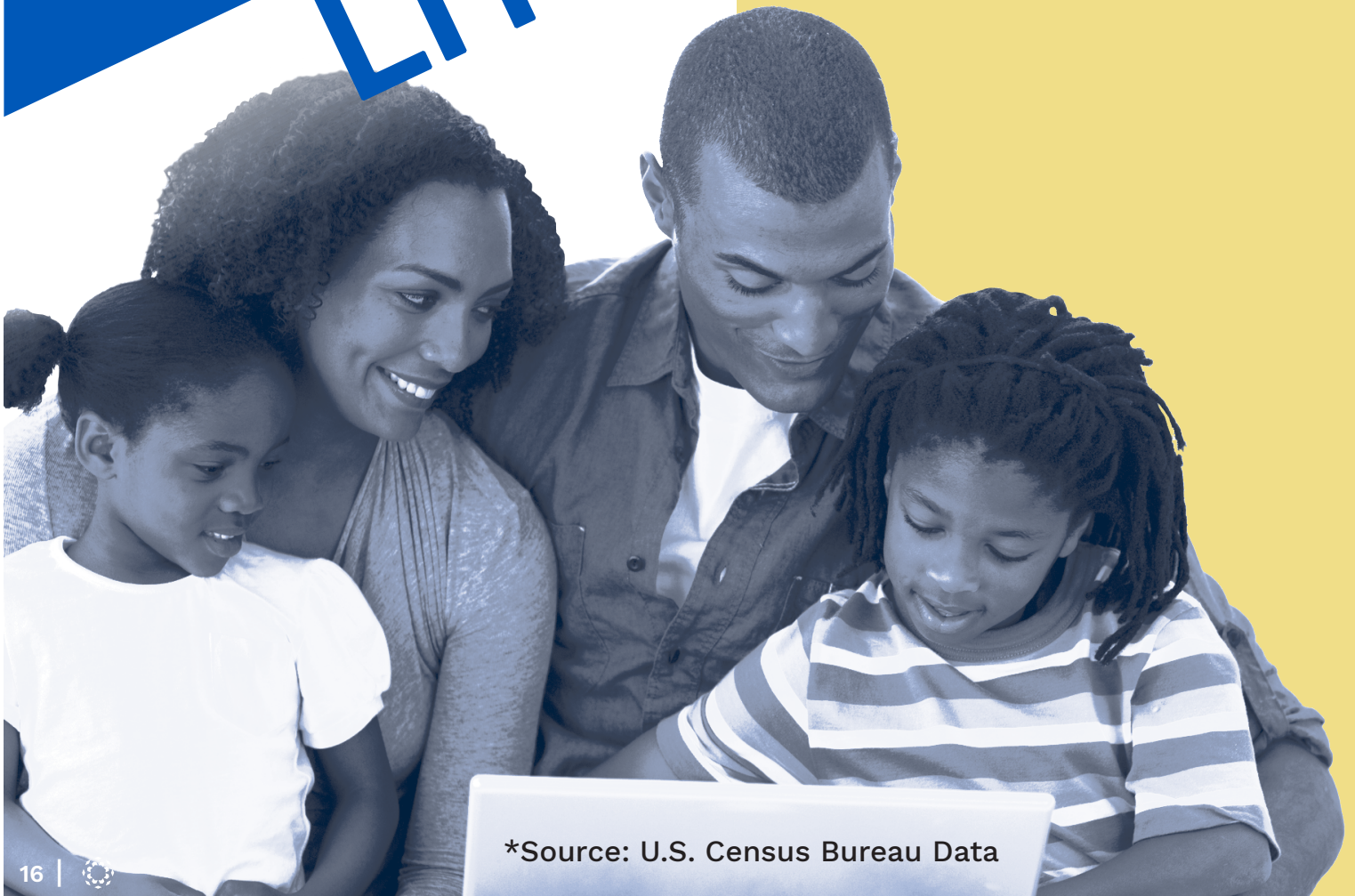
*Source: U.S. Census Bureau Data

MEASURING OUR PROGRESS

By 2026

- Increase the number of strivers and seniors (60+) in Cleveland Public Library digital-related programs, in-person and online, by 50%.

- Increase the number of CPL strivers and seniors using digital resources by 50%

- Increase the number of strivers and seniors with a library card by 5%

KEY INITIATIVES

2023

Activate Mobile TechCentral, delivering digital skills and services in the community.

2024

- Complete the creation of a sustainable infrastructure to consistently and progressively expose and build CPL staff and patron skills with digital tools and technology.

- Leverage game culture and its industry, expand CPL Play to expose young adults to technology and potential career paths in front or behind the console.

- Create and maintain a "Demystify Digital" program series to address computer anxiety.

- Extend the Library's digital reach by piloting digital resource pods at high traffic points, neighborhood-by-neighborhood.

2025

- Expand My Digital Life, a hands-on, real-world approach to digital skill building, across the library system.

- Open and activate the Mandel Innovation Center at the Glenville campus designed to provide STEM-inspired, skill-based learning and proven drivers of economic empowerment.

2026+

- Video Virtual Assistant: Leverage AI technology to create and maintain a virtual assistant(s) designed to introduce patrons to the Library, highlight frequently requested collections, services or resources, or answer frequently asked questions.

WORKFORCE

The City of Cleveland has a 52.4% employment rate and a median household income of $35,562 v. the U.S. employment rate of 58.6% and median household income of $69,717 according to the U.S. Census Bureau 2021 American Community Survey. The Pew Research Center consistently reports the "new normal" will be more tech-driven, worsening economic inequality.

DEVELOPMENT

OUR GOAL:
Increase the number of strivers we connect.

OUR ROLE:
Cleveland Public Library will help patrons navigate real-time workforce development resources with a personal touch.

MEASURING OUR PROGRESS

Participants indicate an overall positive job-related experience with Cleveland Public Library:

KEY INITIATIVES

2024
Business department pilots the reimagination of workforce development at Cleveland Public Library with an emphasis on how Cleveland Public Library districts connect patrons with resources to help Clevelanders GET or CREATE a job, KEEP a job or GROW in a job.

2025
• Expand the reimagination of workforce development at Cleveland Public Library to create a more consistent workforce development experience throughout the library system.

• Business department and TechCentral work collaboratively to evolve and support entrepreneurs and small businesses.

• Offer bilingual workforce development resources at Spanish speaking locations.

Activating The People's University:

Creating people-driven, community-powered learning experiences

THE PEOPLE'S UNIVERSITY

KEY INITIATIVES

OUR GOAL:
Create community-driven, people-powered learning experiences.

2023
Lead a city-wide campaign to read 1 million books or 1 million minutes in 2023, in close partnership with the City of Cleveland, Cleveland Metropolitan School District, Cleveland Teacher's Union, RTA and more than 30 literacy-related organizations.

2024
By the end of 2024, build and pilot the The People's University model.

2025
- Expand The People's University model to 100% of Library campuses.

- Complete feasibility study for providing certifications.

Creating Campuses:
Building & maintaining distinctive environments to meet changing service & community needs

FACILITIES MASTER PLAN

OUR GOAL:
Spread throughout the city of Cleveland, we will REIMAGINE each of our campuses to be safe and welcoming state-of-the-art, creative learning labs by 2030.

MEASURING OUR PROGRESS

Complete all Facilities Master Plan (FMP) capital projects within their allotted budget and schedule. Implement an annual facility condition assessment to ensure that deferred maintenance is being managed on every CPL building.

KEY INITIATIVES

2022-2023
Completion of Phase 1 campus reimagination, which includes the Brooklyn, Eastman, Jefferson, Hough, Lorain, West Park and Woodland campuses.

2024
Completion of the balance of Phase 1 campus reimagination, including but not limited to Martin Luther King, Jr., Rockport and Walz campuses. Complete planning for reimagination of the Memorial-Nottingham branch and the Lakeshore campus.

2025
Complete Glenville campus reimagination and commence Phase 2 of the Facilities Master Plan.

- Phase 2A: Sterling, Mount Pleasant, Addison, Collinwood, Harvard Lee, Union

- Phase 2B: South Brooklyn, Fleet, Carnegie West, Fulton, Langston Hughes, Rice, East 131st Street, Garden Valley

2026+
The Main Library Campus will be reorganized to optimize our facility's spaces: The Main Building will become a unified hub for research and reading, providing a wide range of resources for scholars and enthusiasts to delve deep into their areas of interest.

The Louis Stokes Wing will focus on users who want to harness the power of creativity and personal enrichment, offering an array of workshops, collaborative spaces, and cutting-edge tools for patrons to explore new ideas and express unique visions.

DIGITAL ACCESS

OUR GOAL:

We will create a consistent, seamless technology experience and partner on pathways to access broadband for our community by 2025.

MEASURING OUR PROGRESS

Complete all initiatives within their allotted budget and schedule.

KEY INITIATIVES

2023 - 2025

- Pilot Exterior Wireless Access Point to extend CPL internet access 400-900 Meters.

- Coordinate with Cleveland Metropolitan School District (CMSD) on technology initiatives, increasing utilization among the 35,000 plus students and 7,000 employees during summer and holidays.

- Increase student access to Library resources and services by developing partnerships with greater Cleveland schools, making student ID cards library cards. Better understand the needs and interests of the local community and tailor Library services and resources accordingly.

- Partner with Northeast Ohio organizations including Cuyahoga County, the City of Cleveland, the Cleveland Foundation and CMSD, on a Digital Equity Planning Grant to develop and implement plans that address digital equity challenges, such as lack of access to reliable internet connectivity, lack of access to technology devices, and limited digital literacy skills.

- Continue to support the DigitalC Internet Availability Project to increase reliable high-speed internet access for Cleveland's un-served and underserved neighborhoods.

CAPITAL ENHANCEMENTS

OUR GOAL:
We will complement our Facilities Master Plan (FMP) by raising funds to activate capital enhancements, extending the patron experience.

MEASURING OUR PROGRESS

By 2030, raise $30 million in support of capital enhancements and deliver key initiatives on time and on budget.

KEY INITIATIVES

2022-2023
Launch FMP capital enhancements campaign:

- Complete and activate the Clark-Fulton Learning Center Powered by Verizon in partnership with Verizon and JumpStart.

- Activate and maintain United Way FamilySpaces at Carnegie West and Hough campuses.

2024-2025
Launch FMP naming opportunities campaign

- Complete capital enhancement projects for Phase 1 of the FMP including:

  - The Jack, Joseph and Morton Mandel Workforce and Senior Digital Innovation Center capital enhancement project

  - Hough Campus Amphitheater

  - Woodland public art installations

  - Develop capital enhancement strategy for Phase 2 of the FMP

2026+
- Activate all Cleveland Public Library locations to become destination locations through inviting and engaging spaces.

- Complete FMP naming opportunities campaign

CLOSING

SERVICE GAPS

OUR GOAL:
We will find creative solutions to closing gaps in service within the Cleveland community.

MEASURING OUR PROGRESS

By 2025, ensure that Cleveland Public Library materials and resources are within a two-mile radius of every resident.
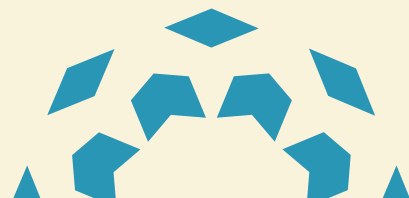
KEY INITIATIVES

2024
Create and pilot an outreach model that better balances reaching Clevelanders where they are, whether it's out in the community or in our library locations.

2025
Library staff will be a consistent presence within each neighborhood providing service based on the specific needs of each community.

Operating with Excellence:
Assessing & creating organizational capacity to meet mission-driven goals and outcomes

DIVERSITY, EQUITY, INCLUSION, ACCESSIBILITY & BELONGING (DEIAB)
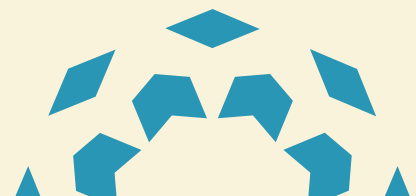
MEASURING OUR PROGRESS

By 2026, improve the employee engagement survey score for "inclusion" from 57% to 60-74% (ERC survey "good" threshhold).

KEY INITIATIVES

- Cultivate a diverse, equitable, inclusive and accessible workplace environment, where all employees feel they belong.

- Refine CPL's supplier diversity efforts to mirror the patrons we serve.

- Engage the board, leadership, and staff in ongoing inclusion training, education and dialogue.

- Highlight CPL as an invaluable inclusive community resource by introducing CPL patrons, employees, and community and business partners to a variety of DEI programs.

OUR GOAL:

We will work to be known and recognized as a model of diversity, equity, inclusion, accessibility and belonging (DEIAB).

RESOURCE ALLOCATION

OUR GOAL:
Align available financial resources and systems with strategic priorities and keep promises made to voters and funders.
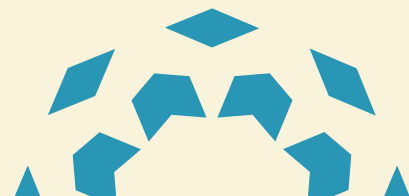
MEASURING OUR PROGRESS

Allocate the funds needed to accomplish the strategic priorities while managing public funds in compliance with applicable laws, regulations, standards and Library policies.

KEY INITIATIVES

- *Maintain unencumbered fund balance in the general fund of no less than 2 months, but strive for 4 months, of regular general fund operating expenditures; an annual appropriation with no more than 67% allocated to salaries and benefits, while maintaining Library Materials at 12%.

- Perform long-term forecasting to ensure accountability and sustainability.

- Secure funding for Phase 2 of the Facilities Master Plan in 2025.

- Incorporate a capital project budget in the budget process

- By the end of 2024, review and improve planning and budgeting process for better efficiency and effectiveness, from resource allocation to spending and impact.

* Does not include library materials purchased through other funds.

STAFFING

HUMAN RESOURCES

OUR GOAL:

Create and nurture an engaged workplace, putting people with the right skills and knowledge in the right places.

MEASURING OUR PROGRESS

Workforce staffing and development plans that are reflective of priorities, needs and available dollars. Improve employee engagement overall score from 69% to 75% (ERC survey "exceptional" threshold) by 2026.

KEY INITIATIVES

- Employee Engagement and Satisfaction: Continuously look for ways to increase employee engagement and improve CPL's work environment.

- Implement recommendations from Employee Engagement Committee to improve areas of Development & Growth, and Recognition & Rewards.

- Invest in workforce development and implement plans that are based on the knowledge and skills required to meet the Library's strategic priorities.

- Implement pay for performance for non-bargaining unit employees, and ensure CPL maintains an externally competitive and internally equitable compensation program.

- Collaborate with our union partners on key workplace initiatives.

- Staffing: Create and implement staffing plans that support strategic and organizational initiatives and priorities.

A CULTURE OF CONTINUOUS IMPROVEMENT

OUR GOAL:
Build and foster a culture of continuous improvement, measuring our impact and evaluating and evolving our systems and processes equitably.

MEASURING OUR PROGRESS

By the end of 2025, performance measurement and continuous improvement will be implemented across the organization, achieving measured improvement of 2-3 key systems and performance.

KEY INITIATIVES

2023
- Identify and prioritize the top five processes that require improved efficiency and effectiveness.

- Develop dashboards for key initiatives from the strategic plan to track the Library's progress towards our strategic priorities and our financial position.

2024
Access to physical and digital collections will be made more readily available to Cleveland Public Library patrons. Focus groups and circulation analysis will enable our Collections team to better curate ordering per geographic area. Digital offerings will also be adjusted based on increased staffing that will allow us to digitize items and order more robustly in regard to eBooks.
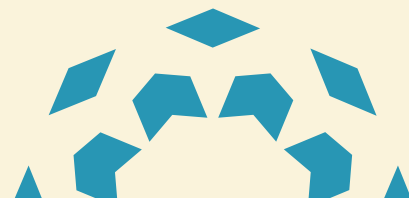
FUNDRAISING
ADVOCACY

OUR GOAL:
We will increase financial resources to extend the reach of the Library's strategic priorities.

MEASURING OUR PROGRESS

FUNDRAISING

2025
Raise $500,000 by 2025 for Cleveland Public Library in the following areas...

- Reading literacy & digital equity programs
- Real-time community needs programming
- Library special projects

2030
Raise $30 million by 2030 for Facility Master Plan capital enhancements

EXTERNAL RELATIONS/ADVOCACY

2023-2027
Ensure the Public Library Fund (PLF) percentage allocation is maintained and/or increased in the state biennial budget over the next two budget cycles (2023-2027).

KEY INITIATIVES

FUNDRAISING

Launch and achieve fundraising campaign goals to:

- Implement FMP capital enhancements
- Increase financial support for reading literacy & digital equity programs
- Increase financial support for Library programs that address real-time community needs
- Increase financial support for Library special projects

EXTERNAL RELATIONS/ADVOCACY

Launch and achieve advocacy goals by aligning outreach efforts with Ohio Library Council (OLC)'s strategy to sustain and/or increase the PLF; align local strategy with state strategy leveraging insights from Library local lobbyist

A modern public library performs particularly intimate which confers blessings but no degrees, whose courses are of knowledge is unending, whose classes are open alike recognizes no social distinctions but caters to everyone

BRETT MEMORIAL HA

functions for its community. It is a great educational institution
all elective, whose students are never graduated because the pursuit
to the humblest and the proudest — an institute of democracy which
according to his thirst for knowledge.

Cramer's *Open Shelves and Open Minds, Plain Dealer,* 1925