



2023-2029 STRATEGIC FRAMEWORK

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Introduction: The Cleveland Law Library is jointly operated by two organizations, the Cleveland Law Library Association (CLLA) and the Cuyahoga County Law Library Resources Board (CLLRB). The CLLA is a private, not-for-profit membership organization that provides legal reference and research services to solo practitioners and law firms of all sizes in Cuyahoga County and the greater Cleveland area. The CLLRB is a public body constituted under the Ohio Revised Code to serve Cuyahoga County government, local municipalities, the courts and the general public. With the combined strength and resources of two libraries, the Cleveland Law Library is able to maintain a robust collection of print and online resources, offer cutting-edge reference and research services, and provide a wide variety of programs, including continuing legal education programs, legal clinics, book discussions and other events. The Cleveland Law Library is open to private and statutory members every weekday from Monday through Friday, and members of the public are welcome every Wednesday.

MISSION, VISION & CORE VALUES

Mission:

To deliver law library services to private and public sectors by providing cost-effective, high-quality legal research, reference, resources, and programs.

Vision:

The Cleveland Law Library is a highly visible resource and valued partner for strengthening the delivery of legal services.

Core Values and Guiding Principles:

The Cleveland Law Library is committed to and will demonstrate:

- **Comprehensiveness** of offerings: through the reliable breadth of our collections.
- **Respect** for everyone we serve: for law firms of every size, solo practitioners, businesses, county government, municipalities, the courts, public officials, judges, and the general public.
- **Excellence** in everything we do: with dependable high standards of quality, trustworthiness, and responsiveness.
- **Privacy** of requests: by ensuring the anonymity of patron communications.
- **Stewardship** of resources: through responsible and cost-efficient management.

GOALS

Goal 1: Core Service and Program Offerings

The Cleveland Law Library's exceptional virtual and in-person services and programs will be easily accessible and increasingly utilized.

Associated Strategic Priorities:

- Strengthen remote access to offerings and use of technology
- Address the distinct needs of solo practitioners and small, medium, and large law firms
- Enhance coordination and delivery of legal resources and services to its public sector patrons
- Expand on-going and new collaborations and strategic partnerships in delivering high-quality, accessible services and programs
- Expand delivery of services and programs via volunteers
- Explore providing the Cleveland Law Library's services & programs beyond Cuyahoga County

Goal 2: Membership

The Cleveland Law Library will engage, serve, and retain a growing number of public and private sector members.

Associated Strategic Priorities:

- Increase fee-based memberships of all types
- Raise awareness of the Cleveland Law Library's value proposition: what it does and why CLL membership is a good return on investment of time and dollars
- Improve retention of current membership
- Proactively connect with and engage more new lawyers, in-house counsel, law firms, and law students
- Continue to solicit patrons' user preferences and feedback

Goal 3: Revenue Streams & Financial Position

The Cleveland Law Library will sustain its financial health through an optimal mix of revenue streams and responsible oversight.

Associated Strategic Priorities:

- Increase earned revenues (e.g., through membership, fees-for-service)
- Increase contributed revenues (e.g., through grants and cultivation of general donations)
- Monitor and adjust as needed actual to projected annual budget expenditures per income
- Increase the Cleveland Law Library's profile in the greater community

Goal 4: Staff & Board Capacity and Succession

The Cleveland Law Library will attract and retain outstanding, diverse, and committed staff and board members to continue to lead the organization well into the future.

Associated Strategic Priorities:

- Prepare for planned staff retirements with an eye on anticipated future staffing needs (e.g., current IT, social media) and available resources
- Increase board member involvement in support of the Cleveland Law Library's strategic success
- Ensure smooth board leadership succession

Goal 5: Location

The Cleveland Law Library will occupy the space needed to best serve its patrons.

Associated Strategic Priorities:

- Prepare to assert what are the Cleveland Law Library's optimal location and space needs
- Identify a contingency plan