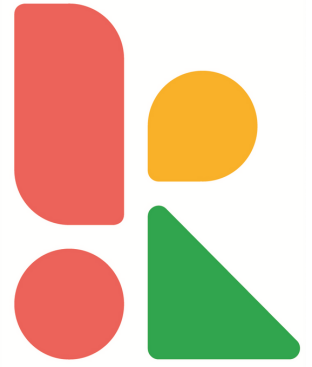


STRATEGIC PLAN 2021-2023



FIRST QUARTER UPDATE
2021



2021-2023 Strategic Goal:

Align all library services, staffing
makeup and partnerships to be
reflective and inclusive of the diverse
communities we serve.

2021 Initiative #1

Develop a plan to increase staff Cultural Intelligence (CQ) by first determining how to measure it, establishing a baseline and setting a target by May 2021.



2021 Q1 Update

On Track

Paused/Delayed

Canceled

Completed

After researching 10 different options and then doing a deeper dive into three of the ten, the EDI workgroup selected Paradigm for the following reasons:

- The content is extensive, in-depth and engaging.
- Self-paced trainings may be revisited.
- It is based on psychology, data and research.
- It is very accessible and mobile friendly.
- Paradigm has a diverse team and has worked with hundreds of companies around the world to design and implement effective EDI strategies.

Paradigm will be rolled out to managers April 1 and systemwide May 1. The first course is "Inclusion at Work: Managing Unconscious Bias" and comes with microlearnings and resources.

Upon rollout, managers will plan to facilitate 3-4 discussions with their respective teams in 2021-2022 based on training modules. After each quarterly session, the EDI workgroup will lead additional discussion sessions for staff who could not attend their department/branch session, or who want further discussion opportunities. Training Manager Trish Reid and Regional Manager II, EDI Workgroup Leader, and Project Lead Shaunna Martz will host a manager wrap-up session to further organizational culture and have an opportunity to share experiences.

The emphasis of the discussions should be on how what was learned is applied to work and to making KDL an anti-racist organization but also include microaggressions, allyship, inclusive culture, transgender inclusion, inclusive performance management and inclusive hiring.

The EDI workgroup will provide other support material through their monthly newsletter, including a process for staff to give feedback and suggestions.

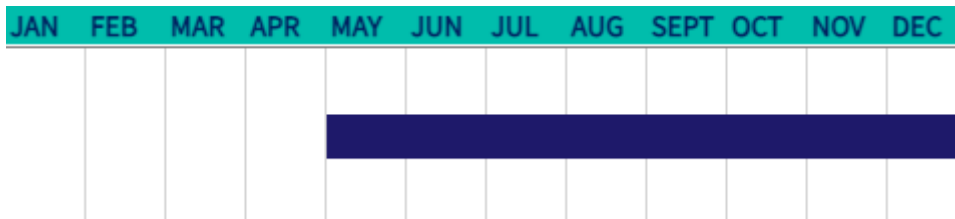
Equity, Diversity, Inclusion (EDI)

2021-2023 Strategic Goal:

Align all library services, staffing makeup and partnerships to be reflective and inclusive of the diverse communities we serve.

2021 Initiative #2

By December 2021, develop a diversity plan for evaluating library materials to ensure offerings are reflective of the community.



2021 Q1 Update

On Track

Paused/Delayed

Canceled

Completed

Though this project was not scheduled to begin until May, Collection Development Librarian Samantha Hodge found out about a new service provided by Ingram. Though this audit had an unexpected price tag, KDL would more than save that in labor costs and time spent. This service will greatly reduce the time spent on this project. If everything goes according to plan, it is likely that this may wrap up before the projected end date of December 31.

The Ingram service automatically tags the entire KDL collection through an export from KDL's ILS. The audit is scheduled for April 23 and will show where the collection is deficient and where we have gaps in terms of representation. Not only that, but KDL will take it one step further by tagging all materials beyond Ingram's 11 tags (Asian Interest, Black Interest, Indigenous Interest, Jewish Interest, Latinx interest, LGBTQIA+, Mental Health, Middle Eastern Interest, Multicultural, Muslim Interest and Neuro and Physical Diversity) with even more, like Immigrant/Refugee Experience, as advised by the EDI workgroup. A process will be created for tagging new items. The audit need only occur once because after the collection is tagged, KDL can (and will) pull reports on percentages at any time.

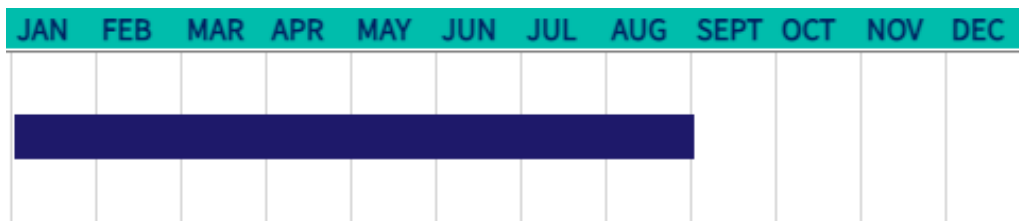
Equity, Diversity, Inclusion (EDI)

2021-2023 Strategic Goal:

Increase the value delivered to the community by focusing on demonstrated needs.

2021 Initiative #3

Develop a systematic process for identifying our communities' unmet/emerging needs by March 2021 with surveys completed by September.



2021 Q1 Update

On Track

Paused/Delayed

Canceled

Completed

When embarking on this goal, KDL expected to hire a research firm to conduct a one-off survey, much like the one that was conducted in 2013. Instead, the project team was very pleased to have selected an option that will institute an ongoing process of collecting and analyzing data.

After an Issue Analysis was presented to the Board of Trustees at the February board meeting, KDL engaged the services of OrangeBoy and held a project kickoff on March 11, led by Randy Goble.

Since the project kickoff, the overall timeline with milestones has been set, and the setup of Savannah, a software system that will be integral with the collection and analysis of data, is underway.

Survey questions are being drafted and reviewed by the KDL team.

The project leader at OrangeBoy will spend several days at KDL branches in April. The majority of the data collection is expected to take place in May. Results and recommendations for leadership and managers are on track for completion before the start of August, when 2022 planning will begin.

With OrangeBoy and Savannah, KDL will be able to better coordinate data collection through surveys and activity monitoring. Savannah integrates with our ILS and can help us monitor utilization of library resources. There are additional functions of OrangeBoy that are outside of the scope of this survey project, such as outreach analysis, and KDL plans to explore them after completion of this main survey.

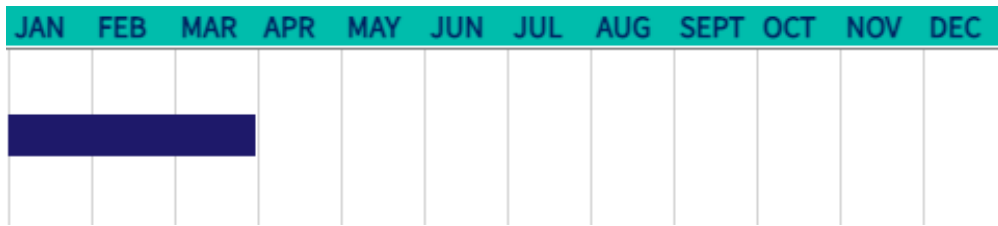
Engagement + Service

2021-2023 Strategic Goal:

Evaluate and streamline operational, environmental, and fundraising processes to ensure a sustainable library.

2021 Initiative #4

By the end of March 2021, complete a feasibility study to establish a 501(c)(3) foundation to increase private donation funding to supplement tax support.



2021 Q1 Update

On Track

Paused/Delayed

Canceled

Completed

KDL looked into conducting a feasibility study to establish a Foundation as a fund development tool. Upon having several meetings with local firms (Hopkins Consulting, Kennari Consulting and the Breton Group), it was impressed upon our leadership team that before considering a Foundation, we should consider utilizing our already existing Endowment Fund (approximately \$332,000, managed by the Grand Rapids Community Foundation) by establishing a resource direction strategy and developing a case for support. Endowment funds are investment portfolios where the initial money is provided by donations to a foundation and most endowment funds have an investment, withdrawal and usage policy governing how they are run. KDL has contracted with Kennari Consulting to help guide the strategic work of managing our endowment fund beginning April 1, 2021 - July 31, 2021.

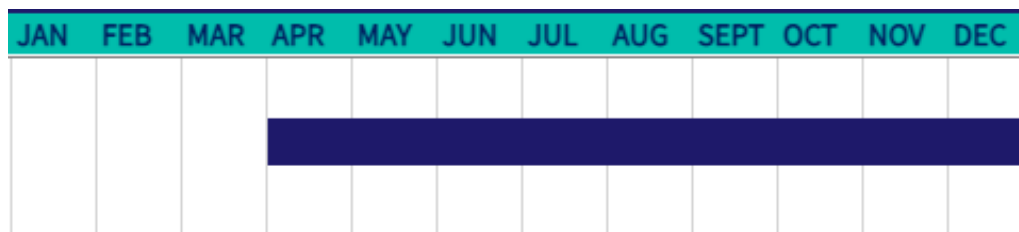
Sustainability

2021-2023 Strategic Goal:

Evaluate and streamline operational, environmental, and fundraising processes to ensure a sustainable library.

2021 Initiative #5

Map, improve and refine two operational processes by December 2021.



2021 Q1 Update

On Track

Paused/Delayed

Canceled

Completed

This initiative is not slated to begin until April, but ideas are being firmed up for the first of the two processes for 2021, and the scope of the project is being determined. Many operational processes had to be reconfigured to adapt to COVID-19 and are currently being refined (i.e. the Project Management Launch, virtual programming, internal communication etc.)

Sustainability