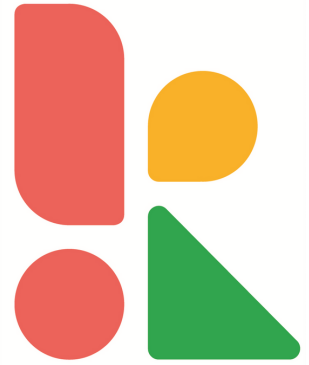


STRATEGIC PLAN 2021-2023



SECOND QUARTER UPDATE
2021

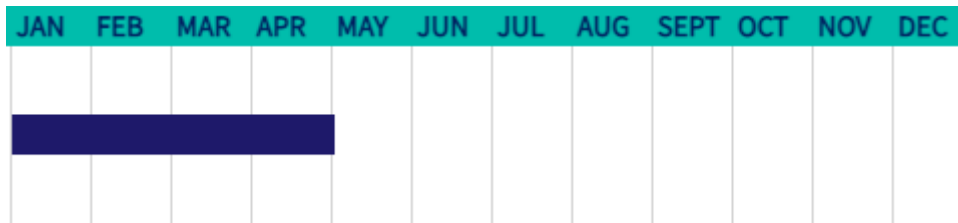


2021-2023 Strategic Goal:

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 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

Paradigm was successfully rolled out to managers April 1 for a sneak preview and to the rest of the organization May 1. The first course is "Inclusion at Work: Managing Unconscious Bias," which comes with microlearnings and several other resources, including a 2-page workbook to use in training and to guide discussions.

Microlearnings (3-5 minute videos):

- The Relationship between Unconscious Bias and Racism
- An Intro to Unconscious Bias
- The Impact of Unconscious Bias on Customers
- Intro to Bias Management Strategies

Training Manager Trish Reid and EDI Workgroup Leader and RM2 Shaunna Martz organized a schedule for discussion and sent out facilitation tips and best practices to managers for optimal engagement. Managers scheduled a branch/department discussion on the first course by July 31 and the EDI workgroup is scheduling makeup sessions that staff can join if they missed theirs.

The goal is to have 100% completion of all released modules by December 31, 2021 and the first module done by July 31. See participation stats below. As of July 6, 2021:

"Inclusion at Work: Managing Unconscious Bias" Course

Staff Completed: 247 (68%)
Staff In Progress: 36 (10%)
Staff Not Started: 80 (22%)

ALL 13 Training Segments (course, documents, and microlearnings)

Staff Completed: 65 (18%)
Staff In Progress: 221 (61%)
Staff Not Started: 77 (21%)

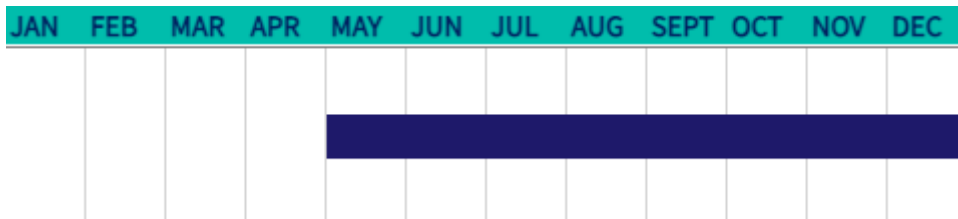
Equity, Diversity, Inclusion (EDI)

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 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

Eight members of the EDI Workgroup gathered virtually in March 2021 to determine which set of tags patrons and staff might find most appropriate and/or useful. Selections were made based on a combination of real world experiences, examples from other libraries, and preset identifiers used by the vendor (Ingram). The team was initially surprised at how difficult it was to label geographic regions in a way that was both inclusive and concise. Because EDI labeling can have negative connotations, professional “librarian-speak” tags were chosen over more popular hashtag sounding language. One benefit to using tags in the catalog is that they may be modified at any time to reflect the current and ever-changing language of our cultures.

There are 21 main category tags, with multiple subcategories. The tags include race and ethnicity, religion, discrimination, sexual orientation, physical and mental illness/disability, and more. Because the scope can seem overwhelming, some of the subcategory tags will not be used at this time. Staff are still collecting data on those tags and we have the option to include them in the catalog at a later date.

While staff are currently researching and collecting data for most of the tags, some have already been implemented. These are Black/African American – Adult, Black/African (Non-American) – Adult, Native American/First Nations – Adult, Jewish interest – Adult, Latinx/Latin American – Adult, Middle Eastern/Northern African – Adult, and Muslim interest –Adult. The Ingram audit only contained information for regular print materials, so we do still need to go through these categories and add tags to any additional formats for each title.

The goal with these added tags is consistency and inclusion.

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 (continued)

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

The results received from the Ingram collection audit show that approximately 10% of the adult fiction collection (almost 5,000 print items) fall under one of these umbrella EDI categories. This information is helpful to know which subject areas are needed when ordering new material. The Collection Development department has already increased the number of titles purchased and the number of copies of each title. This information has also emboldened team members to try merchandising EDI materials in new ways to increase their visibility in the collection (ie, adding titles to the monthly Future Bestseller lists and purchasing Express copies).

Purchasing goals for the future are to increase the EDI collection to 15% (from 10%) by the end of 2022 and to 20% by the end of 2024. This will rely on external factors such as publishing trends and possibly altering branch weeding of EDI materials.

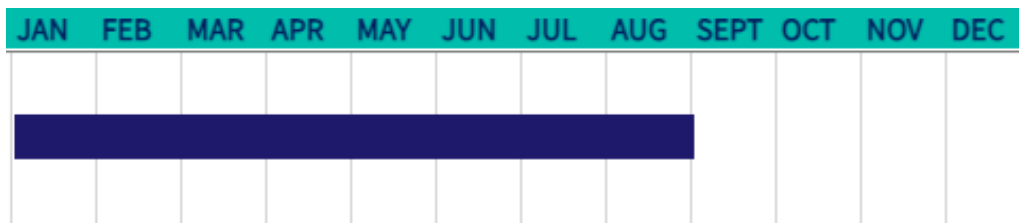
Equity, Diversity, Inclusion (EDI)

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 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

The patron and community survey was completed with 222 non-patron participants (surveyed via phone in May) and 8,297 patrons (via online survey in June) who have used the library within the past 12 months.

What KDL learned about non-patrons:

- Primary reasons for not using the library include preference for owning books and other materials, children are grown and difficulty in finding available time.
- Greatest challenges facing the community include mental health, earning a living wage and homelessness.
- Library services that are most likely to be used include resources for health/wellbeing, finding community resources and job skills.
- 25% (55) of non-patrons surveyed asked for a new library card.

What KDL learned about patrons:

- Things that would encourage them to use the library more include more digital and physical items to choose from (the survey does not indicate if this stems from long hold times or searches for materials that are not in the collection, so this will be looked into further), classes and workshops to develop skills and extended borrowing periods.
- The top three challenges facing the community match those identified by non-patrons (see above) but there is a large gap where non-patrons see much greater challenges in homelessness, disabilities, aging and food insecurity.

2021-2023 Strategic Goal:

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

2021 Initiative #3 (continued)

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

KDL rates much higher than peers for engagement with the following clusters:

- Digitarians (people who primarily use digital resources)
- Bedtime Stories (adults who check out materials for children)
- Bright Futures (teens)
- Page Turners (people who primarily borrow adult and teen print)

KDL rates much lower than peers for engagement with the following clusters:

- Occasionals (people who have not used card in at least 12 weeks to a year – this is an excellent indication that fewer patrons are inactive)
- Staying Connected (people who use public computers in the library - this is due to other libraries who serve >300k population are in urban settings, with a high-density of lower income households and households without broadband access)

KDL market penetration is 34%, compared to 24% for peers, with one out of every three households in the service area has at least one cardholder.

Branches with the greatest opportunity to increase market penetration include Wyoming, Kentwood, Gaines Township, Walker, Comstock Park, Spencer Township, Alpine Township and Tyrone Township.

KDL's Net Promoter Score (NPS) = 70 (70 percent of patrons are strong advocates and are likely to freely promote and recommend the library).

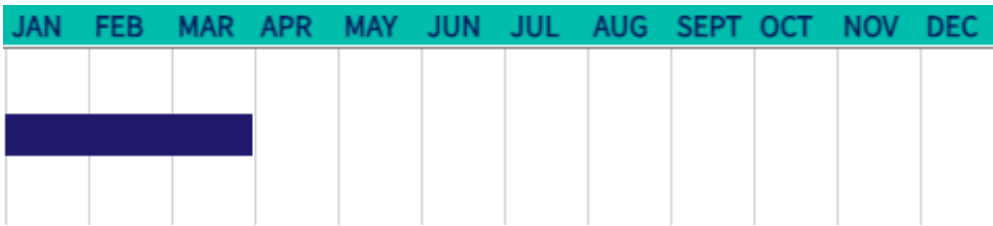
Next steps include further community mapping and demand analysis, working with managers to focus on survey indicators that more closely pertain to their branch or workgroup focus and planning for focus groups. These results will also help establish 2022 strategic initiatives under each pillar.

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 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

KDL completed the feasibility study and it was determined that the organization should instead grow its endowment. A new goal has been created from this initiative. All efforts toward establishing a 501(c)3 foundation will hereby stop.

2021 Initiative #4a

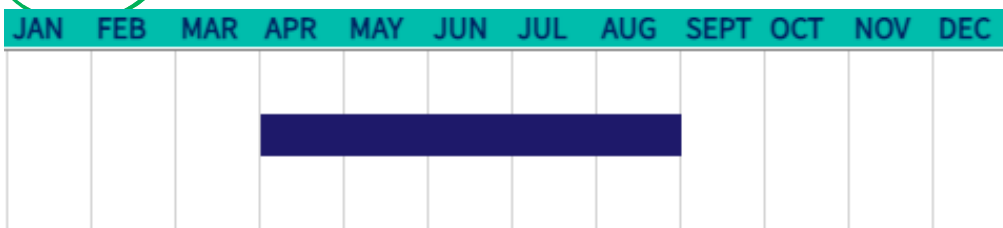
By the end of August 2021, work with Kennari consulting to strategize how to grow the KDL endowment and establish best practices and policies for endowment donations.

On Track

Paused/Delayed

Canceled

Completed



KDL has contracted with Kennari Consulting to help guide the strategic work of managing the endowment fund from April 2021 - August 2021. During this commitment, Kennari will make recommendation for Leadership to then determine the following:

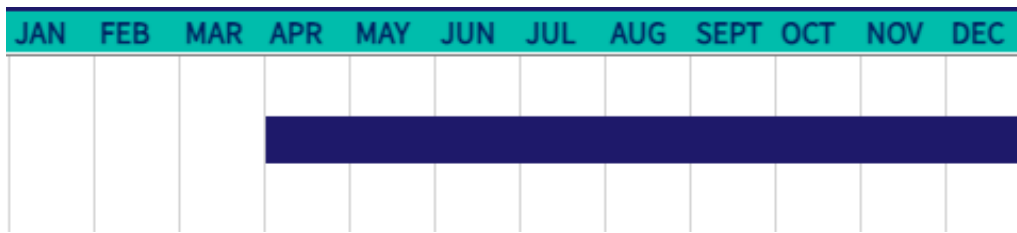
1. Establish and communicate an annual fundraising goal
2. Determine how much of the endowment to allocate to the annual operating budget each year
3. Create a case for support for projects or the types of projects KDL will seek endowment funds for.
4. Develop a business plan in coordination with the Finance Department and Project Management Office.

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 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

In June 2021, KDL Leadership approved two new process improvement projects to kick off Circulation Moonshot and meet this 2021 strategic initiative:

- **Displays and Merchandising**
- **Weeding Standards + Sustainable Partnerships**

Based on a Calgary presentation at a PLA Conference, Circulation Moonshot is a collection of projects with a lofty overarching goal to return print circulation to prior levels — and beyond! In a post-COVID world, our operational processes to promote an optimized in-branch experience need to be examined and strategized. KDL, like many other libraries, saw a decrease in in-branch visits and print circulation, with patrons either migrating to digital services or developing new routines that do not include in-person visits. Circulation Moonshot will look to streamline displays and merchandising between all 20 branches, develop a new purchasing philosophy to better support and promote our popular materials collection, and create strictly-adhered-to weeding processes that give a healthy second life to our materials. As a result of these projects, KDL's branches will offer a greater library experience of discovery and browsability for patrons while also dramatically increasing the library's physical circulation.

The first process improvement to create a foundation will be to map the weeding process from beginning to end to help reinforce clear weeding standards, identify any variances that may still exist, define the process to obtain weeding reports, determine circulation lifespan for each material type, determine the role balancing items plays, and last document and decide upon options so the organization can commit to materials having a second life if they meet certain criteria. Simultaneously, KDL will create a new merchandising and display standard, as piloted by the Cascade branch over the past few months. This project will look to map how and why KDL currently displays items and how displays can be data and engagement-driven systemwide.

Sustainability