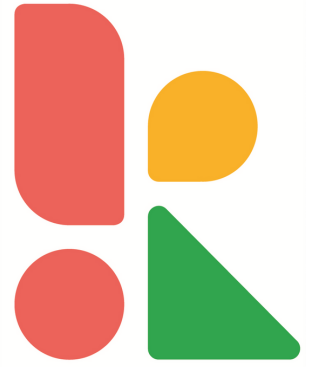# STRATEGIC PLAN 2021-2023

THIRD 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.

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC

2021 Q3 Update

On Track   Paused/Delayed   Canceled   **Completed**

Paradigm was successfully rolled out to the organization this past spring with an expected completion of the first module on July 31, 2021. The goal was to have 100% of employees do the training in full before the assigned deadline. Because some of the assignments were document reviews rather than video modules, some of the click-throughs to indicate that the document was reviewed were missed. This skewed the completion results a bit and 41% of the organization had completed by the deadline. Training Manager Trish Reid and EDI Workgroup leader and RM2 Shaunna Martz will send completion progress reports and have developed a checklist with the courses and microlearnings listed with their time commitments so staff and managers know ahead of time what is expected for completion and how much time to schedule for staff to participate.

The second training will consist of two 60-minute courses: **Microaggressions Workshop** and **DEI Definitions, Benefits and Barriers**. This quarter's segment will also include seven microlearnings, each of which are five minutes or less:
- Defining Diversity, Equity and Inclusion
- An Introduction to Anti-Racism
- What are Microaggressions?
- Responding to Microaggressions: as a Bystander
- Responding to Microaggressions: as a Target
- Responding to Microaggressions: as the Perpetrator
- Calling Out Bias

Though the strategic plan initiative to develop the training plan for CQ training has been completed, the Paradigm trainings will continue quarterly throughout 2022 and completion rates will be reported as a KPI (key performance indicator) quarterly. After considering turnover and staff on approved leaves, 100% was determined to not be a feasible goal. Factoring in KDL's turnover rate of approximately 12%, the new quarterly goal will be 88% to reflect these factors.

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.

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
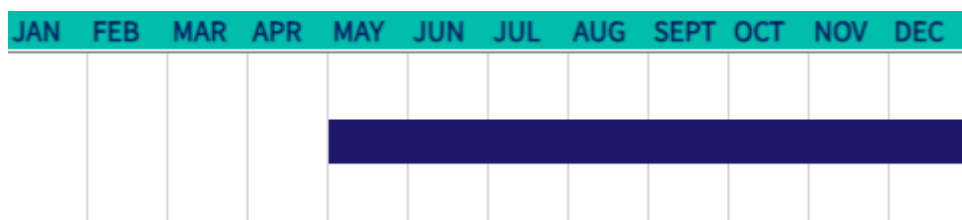
2021 Q3 Update

On Track   Paused/Delayed   Canceled   Completed

With the audit portion of this project now complete and over 1100 titles having been researched for category tags, Systems Librarian Analyst Rochelle Ball created a custom script to be able to now officially upload them for integration into the KDL catalog rather than having to manually modify each individual bibliographic record. This process is expected to take until the end of October, and upon completion, all adult fiction titles will be tagged. Project Lead Samantha Hodge will then turn things over to Collection Development Librarian Tammy Schneider to repeat the process for kids and teen materials. The tagging of kids and teen materials will extend into 2022. The project team created a procedure for all newly purchased materials to have tags added upon processing and adding to the collection.

The next steps will include regularly tracking the percentage of tagged materials that are newly purchased and added to the collection with a goal of 25% to arrive at a 20% of total collection tagged by December 2024.
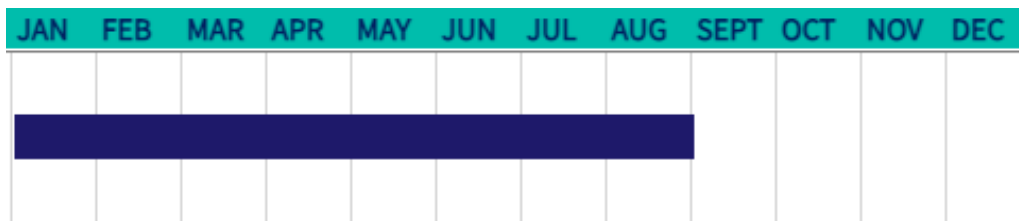
2021-2023 Strategic Goal:
Increase the value delivered to the community by focusing on demonstrated needs.

2021 Initiative #3

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

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC

2021 Q3 Update

On Track   Paused/Delayed   Canceled   **Completed**

This strategic initiative was completed in August and future updates on this goal will no longer be needed, although some of the data collection will support the new key performance indicator (KPI) dashboard initiative. The survey was conducted in summer 2021, analyzed in August, and the OrangeBoy Savannah platform was rolled out to continue to collect patron data and feedback. The survey results and data will serve as a foundation for designing 2022 annual initiatives under each pillar: EDI, Engagement and Service, and Sustainability.

Director of Engagement Randall Goble led managers in the third quarter All Manager Meeting through the results and identified customer "personas" that are based upon the most significant opportunities or needs. The personas helped focus initiatives for the real people KDL serves. User Experience Manager Morgan Hanks and Programming Manager Kip Odell conducted a design-thinking brainstorming session to ideate initiatives that were further narrowed down by the Leadership Team.

The implementation of the Savannah software allows us to collect and analyze real-time data to better understand patron activity and trends as they emerge. The system also tracks our net promoter score (NPS), which is a key performance indicator (KPI), reflecting the level of advocacy among patrons and what drives their advocacy. This continued collection and analysis of data will help us keep our finger on the pulse of patron trends and needs and help the organization better serve its unique communities.

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.

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
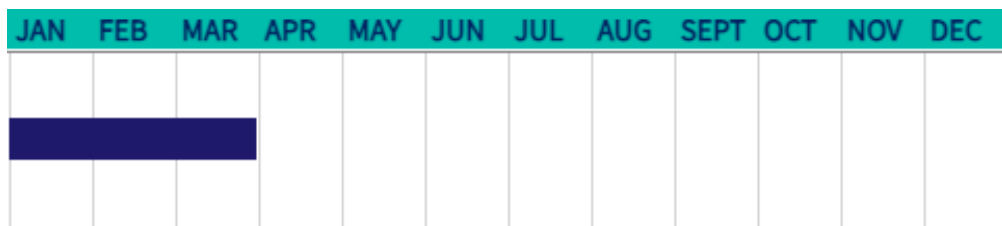
2021 Q3 Update

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

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
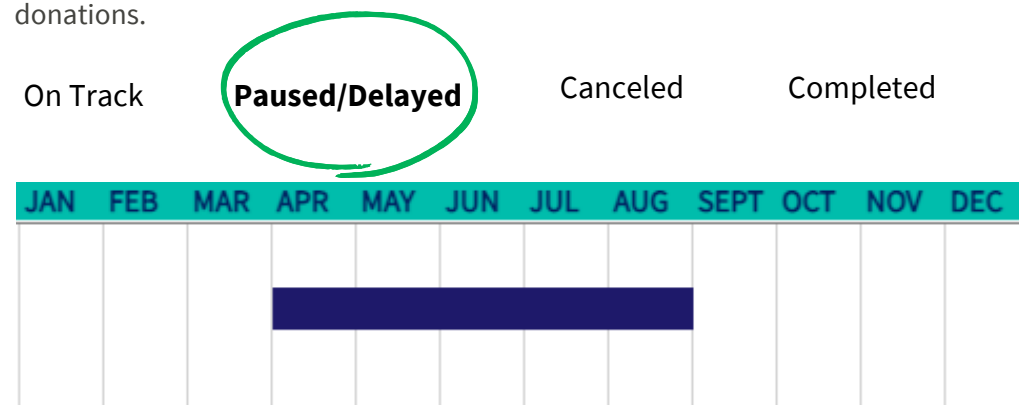
While the project team has succeeded in establishing and communicating an annual fundraising goal as part of the Library's KPIs (key performance indicators), there are a few goals and deliverables yet in the works. These include creating a case of support for defining what and how projects will use endowment fund donations and developing a business plan involving those funds. These last few tasks are contingent upon a recommendation from Kennari Consulting and the hiring of a Finance Manager, respectively. Unfortunately, the timelines of both these items will bring this project in past the deadline, but the team is hopeful that things will be moving again soon. The new deadline will be December 31, 2021.
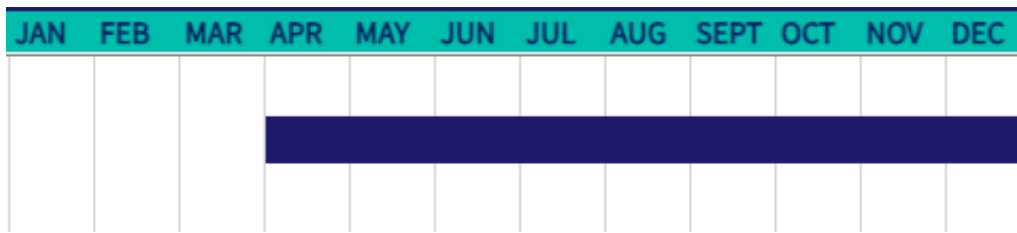
Sustainability

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.

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC

2021 Q3 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**

Displays and Merchandising
The project team, in conjunction with the Circulation Advisory Group, continues to roll out the new displays and merchandising across the KDL system. The most recent branches to be given recommendations are Comstock Park, Alpine, Rockford and Alto. Next on the list are Tyrone Township and Kentwood. Each branch is making great progress in making their collections more browsable and accessible to patrons!

Weeding Standards + Sustainable Partnerships
KDL worked with consultant Tim Emmitt to process map item weeding. Each branch's process was nuanced and had subsets of more unique processes and the team identified ample opportunity to streamline and clarify expectations. The team then revised the documented procedures to make then extremely clear, uniform, and straightforward. Systems Librarian Analyst Rochelle Ball has modified the daily hold report to incorporate a weeding list that is based on several identified criteria (age since purchase, lack of circulation, number of circulations, too many duplicate copies, etc.) These thresholds will be tested to ensure KDL is not over-weeding or under-weeding. The report will change the item type of the items that need to be weeded to only be able to checkout to discard, therefore removing subjectivity of whether or not the book should be weeded. Ultimately, the organization will identify an ideal collection size per branch, and then strive to weed materials at the same rate in which they are purchased and added to the branches. The ratio should be 1:1 to achieve a balanced collection. The team will meet to test the procedures at the Krause Memorial Branch.

Sustainability