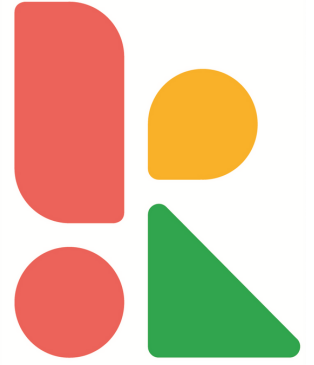


# STRATEGIC PLAN 2021-2023

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FOURTH QUARTER UPDATE  
2021

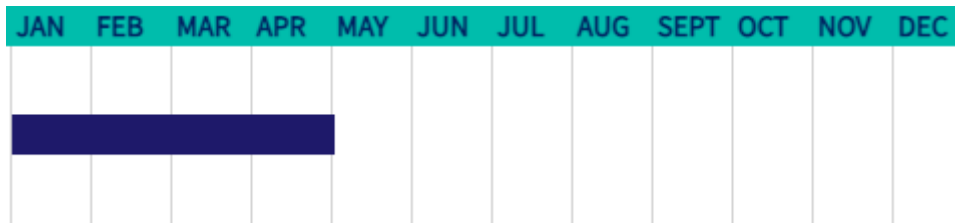


# 2021-2023 Strategic Goal:

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 Q4 Update

On Track

Paused/Delayed

Canceled

**Completed**

The strategic plan initiative to develop the training plan for CQ training has been completed, and the Paradigm trainings will continue quarterly throughout 2022. The continuation of these trainings is a featured 2022 strategic initiative under the EDI pillar.

Completion rates are reported as a strategic KPI (key performance indicator) quarterly. After considering turnover and staff on approved leaves, 100% staff completion 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. In the last scheduled training of 2021, KDL reached 84% for total completion rates, which was just 4% shy of total goals. The most recent module was sent out by the Training Manager on January 10 and is due March 31. All together, this module will take staff 90 minutes to complete. KDL's Training Manager will send out progress reports so that managers know who they may need to follow up with to get their training complete.

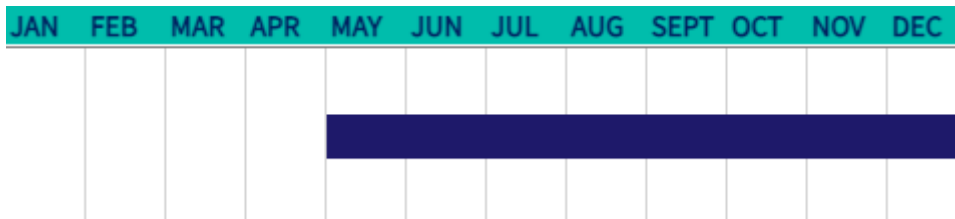
Equity, Diversity, Inclusion (EDI)

# 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 Q4 Update

On Track

Paused/Delayed

Canceled

Completed

The 2021 goal of establishing a diversity plan for evaluating materials to ensure they are reflective of the community has been completed. The plan for how to tag all materials, new and existing, is in motion and was tested successfully with the Adult Fiction section.

Completed goals of what is now known as Phase 1 of the EDI Collection Audit + Tagging project included purchasing a collection audit from Ingram and identifying areas where the current collection was deficient or otherwise lacking in EDI categories, tagging all books based on Ingram's broad categories plus an additional set that the EDI workgroup developed, and creating a regular report for material tags to ensure a well-balanced collection, among others.

With the process now established and the Adult Fiction sample collection complete, Phase 1 Project Lead Samantha Hodge has passed the baton on to Phase 2 Project Lead Tammy Schneider. Deliverables of Phase 2 include establishing a tag set for Youth and Teen materials that is comparable to the Adult Fiction tag set and getting the entire KDL collection tagged in full. This project will also tag the Nonfiction collection based on BISAC categories. This project will continue into 2022.

KDL continues to monitor what percentage of new materials qualify for a tag and will slowly add completed collections until we are measuring and monitoring the collection in total, not just new purchases.

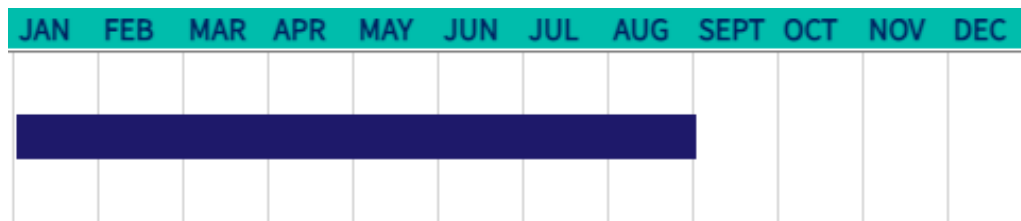
Equity, Diversity, Inclusion (EDI)

# 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 Q4 Update

On Track

Paused/Delayed

Canceled

**Completed**

This strategic initiative was completed in August 2021 and future updates on this goal will no longer be needed.

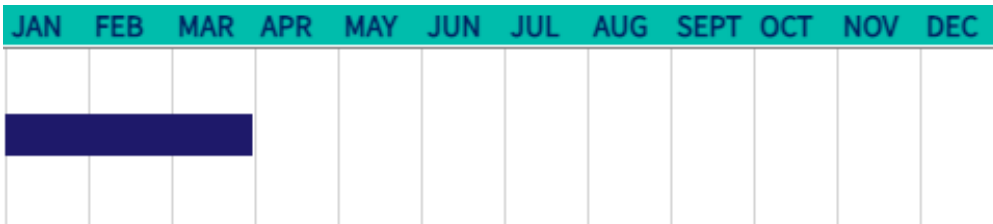
Engagement + Service

# 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 Q4 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

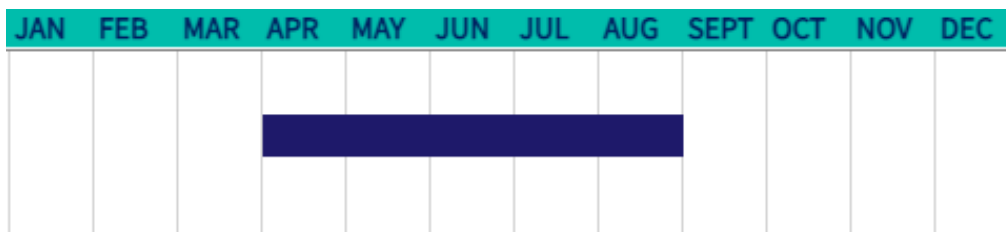
By the end of August 2021, work with Kennari Consulting to strategize how to grow the KDL endowment and establish best practices and policies for endowment donations.

On Track

Paused/Delayed

Canceled

**Completed**



KDL's consulting relationship with Kennari ended in early November and they presented KDL a case for support. The next steps will be taken on internally among the Fund Development team to determine which accessibility-related projects qualify for funding support through this avenue.

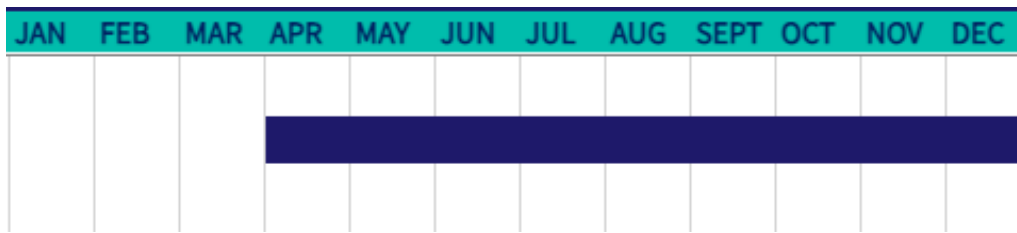
Sustainability

# 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 Q4 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

Due to departures, this project requires a change in sponsorship and leadership and an overview to ensure full management buy-in. The timeline may be impacted, especially considering the continuation of furniture and supply delays and will be reassessed at an upcoming quarterly manager meeting.

### Weeding Standards + Sustainable Partnerships

Data gathering concluded December 31. So far, the Krause Memorial branch is weeding roughly an additional 100 items per week by using the "Weed at Check-In" method, while also completing weeding via regular paging lists. The Plainfield Township branch team is also adapting well to the new process, with over 700 items weeded at check-in based on condition during the first week of the pilot, and a majority of items being weeded through this process. By running pilots at both of these branches, staff ultimately discovered that we don't need to set AV materials and other media aside for later review. Instead, such materials can be reviewed immediately, thereby increasing the ultimate efficiency of the new process. These new processes will be rolled out at the Engelhardt branch on January 17 with a kickoff meeting scheduled for January 11. A schedule for the remaining branches will be created and announced at the February All Manager meeting.

Both of these projects will continue into 2022 through summer. Their status will continue to be tracked on the monthly project report.

Sustainability