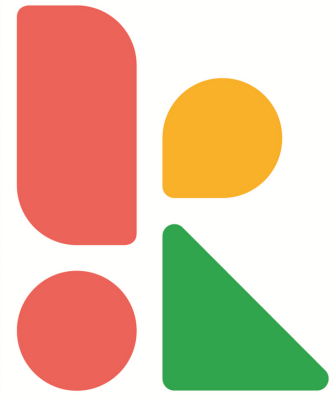


STRATEGIC PLAN 2021-2023



**THIRD QUARTER UPDATE
2022**

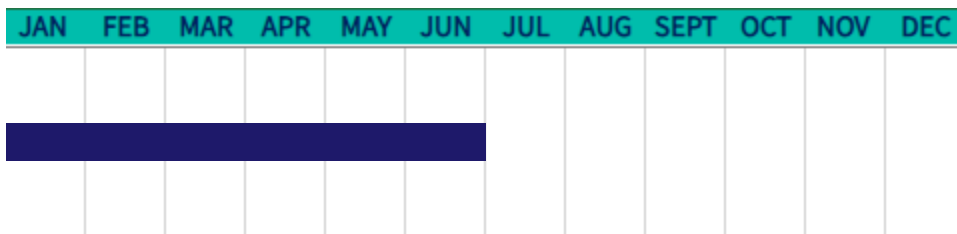


2021-2023 Strategic Goal:

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

2022 Initiative #1

Design and implement a travel-themed interactive program for Summer Wonder that moves from region to region, including food, drink, reading, music and history. The program will be highly social, will foster relationships and will educate the community on what types of cultural diversity and ethnic groups we have in our communities and the special traditions they celebrate.



2022 Q3 Update

On Track

Paused/Delayed

Canceled

Completed

This summer, KDL presented a variety of culturally diverse programs and presenters as part of the annual Summer Wonder programming. Of these, an especially popular event was the Native American Dancers: Marca and Reg Pettibone. Funded in part by Michigan Humanities (Affiliate of the National Endowment of the Humanities), the Native American Dancers presented at the Cascade Township and Grandville branches and educated audiences on the true native culture of dance, song and story.

With this strategic initiative successfully completed at the end of June, KDL looks forward to expanding on this initiative throughout 2023 by continuing to build and grow relationships with this community in Kent County by listening to and learning from their experience and rich heritage.

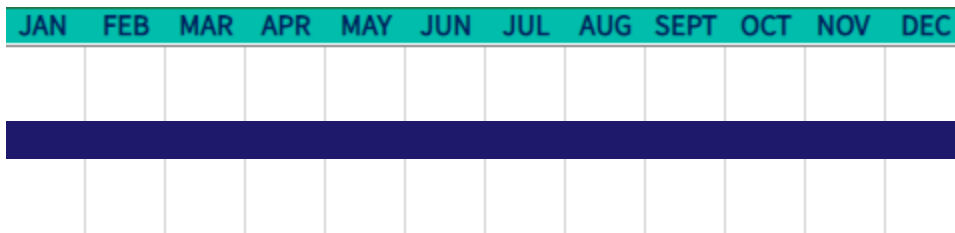
Equity, Diversity, Inclusion (EDI)

2021-2023 Strategic Goal:

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

2022 Initiative #2

Continue quarterly Paradigm trainings and discussions with the expectation of 100% (88% with turnover and leaves factored in) employee engagement.



2022 Q3 Update

On Track

Paused/Delayed

Canceled

Completed

With Quarter 3 results now available, KDL is pleased to report continued success with this initiative in terms of employee engagement and completion. As of September 30, employee completion rates for Paradigm's fifth assigned training were at **96%**, bringing this initiative in yet again above the 88% goal (factoring in turnover and leaves of absence).

The fifth training will focus on Mental Health:

MICROLEARNINGS

- Destigmatizing Mental Health
- Understanding Age Diversity and Ageism
- Honoring the Asian American and Pacific Islander Community

RESOURCES (Documents to Read and Review)

- Reading List from Paradigm REACH

Teams were also asked to read a book or watch a movie on the topic of mental health. Many teams opted to take a book club type approach and they will be discussing the material at their upcoming November In-Services or at a separately scheduled meeting. Some titles that were chosen include: *The Body Keeps the Score* by Bessel van der Kolk, *That's Mental* by Amanda Rosenberg, *Everything Here is Beautiful* by Mira T. Lee.

Session 6 of Paradigm REACH, the last one for 2022, launched October 5. This session focuses primarily on Hispanic and Latin Culture, to align with Hispanic Heritage month, which runs from September 15 – October 15, 2022

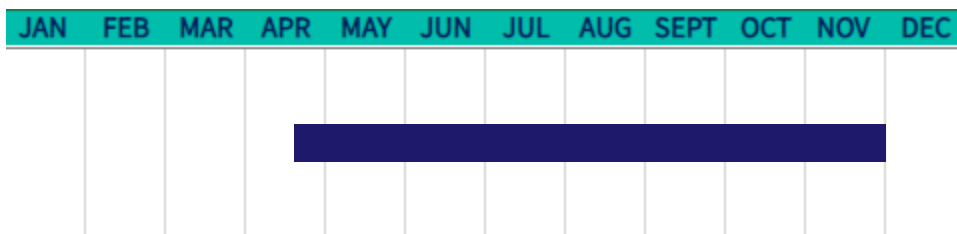
Equity, Diversity, Inclusion (EDI)

2021-2023 Strategic Goal:

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

2022 Initiative #3

Clarify what excellent service looks like in each role and task and create role guides. Identify how service has been impacted by COVID-19 and how can KDL can proactively incorporate changes, and document these changes in a clear, easy way for staff in a revision of the KDL Way Toolkit (released June/July).



2022 Q3 Update

On Track

Paused/Delayed

Canceled

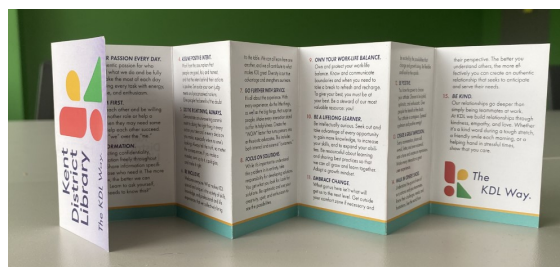
Completed

The "KDL Way Service Vision + Training and CultureWise" project launched in early March of 2022 with the goal to retire the existing staff toolkit and incorporate more consistent and integrated strategies for communicating service expectations while retaining the spirit of "The KDL Way." At All Staff on October 3, KDL's bi-annual celebratory training event at the Frederik Meijer Gardens, these newly refreshed fundamentals were presented throughout the day in several workshop-style training sessions led by Culturewise representatives. The "new" fundamentals re-enforce how KDL can be "an indispensable community resource" that "exists to further all people" and introduced a new service concept called "Go Further."

Although staff were able to engage with and discuss all 27 fundamentals at the October 3 event, KDL plans to fully integrate them into culture and practice by focusing on each fundamental one by one, week by week, until each one has been visited. Once complete, the cycle will begin anew. With 26 fundamentals to work on, this means that KDL is set to completely train on and refresh each fundamental approximately twice a year, meaning principles will be consistently re-enforced and new hires and transfers will never be out of the loop.

The fundamentals that will be discussed throughout the next quarter include:

- ASSUME POSITIVE INTENT
- DO THE RIGHT THING, ALWAYS
- BE INCLUSIVE
- FOCUS ON SOLUTIONS
- OWN YOUR WORK-LIFE BALANCE



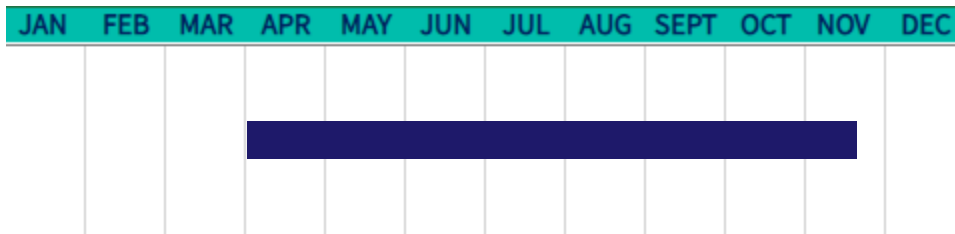
Engagement + Service

2021-2023 Strategic Goal:

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

2022 Initiative #4

Revamp new cardholder orientation/onboarding. Identify areas of patron interest upon sign-up, train staff to promote materials of interest, give patrons a tour, and identify and promote branch specific "member" perks to build awareness of KDL's many services and programs and build strong relationships.



2022 Q3 Update

On Track

Paused/Delayed

Canceled

Completed

The New Cardholder training was rolled out to staff and branches began between October 12 and 17. The project team had a fantastic time narrowing down 14 patron categories and creating marketing materials to highlight all of KDL's great resources and offerings related to each: Preparing to Read, Music, Movies, Writing, Language & Travel, History & Genealogy, Business & Legal, Local Culture, Lifelong Learning, Outdoors & Gardening, Teaching, All-Star Readers, Games & Gaming, & DIY: Arts, Drafts, Homes, Auto. A list of these linked up with more great information, can be found at kdl.org/welcome

The team also had a lot of fun picking out prize wheels and brainstorming a flexible prize sheet. Now, every new cardholder will not only have a chance to spin a wheel to win a small prize (temporary tattoos, book recommendations, reading lights, stickers) but they will also be offered a personal tour of the branch and receive a tailored welcome kit based on their identified interests.

Branches will have some flexibility to change their prize sheets, but the idea is to make the card sign-up experience more fun, informative, and memorable.

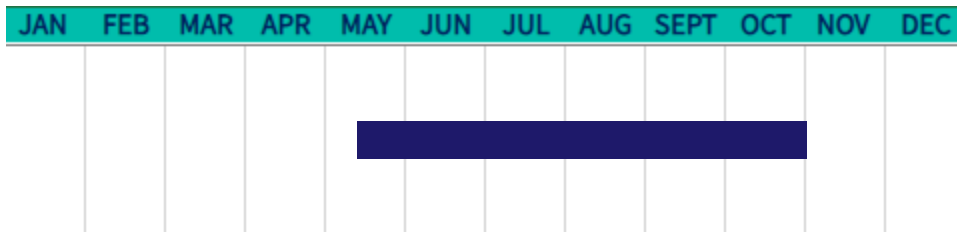
Engagement + Service

2021-2023 Strategic Goal:

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

2022 Initiative #5

Partner with HealthNet West Michigan and St. Mary's Foundation to give early literature kits to new parents containing information about Kent County Success Basics, information about KDL's physical and digital resources and programs, library card applications, and a board book to help foster early relationships with the library.



2022 Q3 Update

On Track

Paused/Delayed

Canceled

Completed

With the deadline for this initiative fast approaching, KDL is proud to report that all books have been delivered to participating partners (unless otherwise scheduled) and the project team is awaiting partner evaluations by the end of October. Feedback gathered from these evaluations will inform Outreach + Engagement on what worked well and what needs to change for the program in upcoming years. At the Literary Libations Gala in September, a video feature of the "Books for Newborns" project was played for all potential donors in attendance. Though KDL does hope to garner more support via donation, planning for 2023 has commenced and this project will be included in the future operating budget.

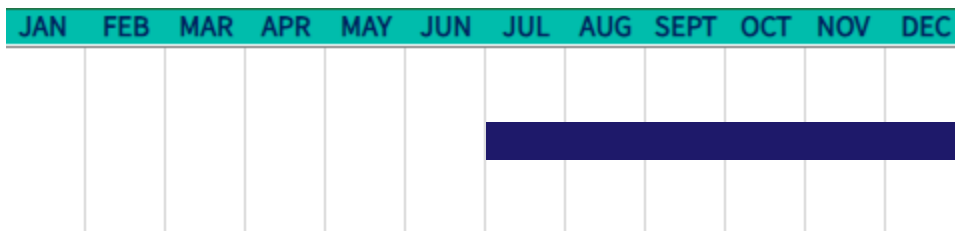
Engagement + Service

2021-2023 Strategic Goal:

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

2022 Initiative #6

Develop a process for planning and tracking relationship management with community resource partnerships and activities that incorporates a Customer Relationship Management (CRM) system so all departments have a better picture of patron's cross functional library involvement.



2022 Q3 Update

On Track

Paused/Delayed

Canceled

Completed

The Library Relationship Management (CRM) project officially kicked off on October 6. Though this was later than intended due to some unforeseen circumstances, the team members are off and running to ensure all goals and deliverables are completed by year-end. To ensure all stakeholders have an equal chance to have their wants and needs considered throughout the process, the team's first task will be to craft a master checklist of the features and outcomes an ideal software solution will provide. Ultimately, any chosen CRM solution will primarily facilitate a better working relationship between KDL and community partners.

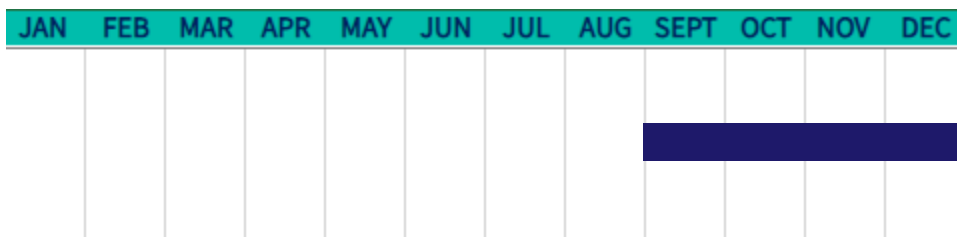
Sustainability

2021-2023 Strategic Goal:

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

2022 Initiative #7

Establish a library ambassador pilot program to convert library lovers into strong advocates and develop referrals for volunteering and fund development. This program will enhance our volunteer program and training volunteers to reach out to their friends, local businesses, schools to help spread awareness of KDL services and offerings. Ambassadors will be granted first access to KDL swag, special events, etc.



2022 Q3 Update

On Track

Paused/Delayed

Canceled

Completed

This project is in the final stages of approval through the Project Management Office, though as a strategic initiative the "approval" in this instance is more of a formality and to ensure everyone is aware of the deliverables. In the meantime, all associated deliverables have been finalized, metrics identified, and project members assigned. Once the project launches in the next few weeks, the team should have all necessary information to execute this properly and promptly. Associated deliverables include creating a patron-facing informational document along the lines of "How Can I Support My Local Library?", researching advocacy and promotions-related volunteer opportunities, adding these to KDL's existing Volunteer Hub, and better utilizing Volunteer Hub to recruit for local Friends groups within the library system.

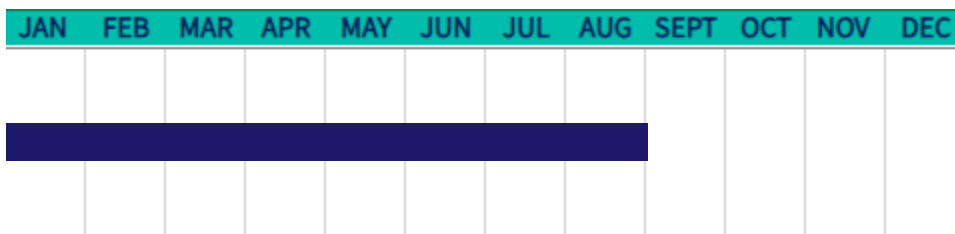
Sustainability

2021-2023 Strategic Goal:

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

2022 Initiative #8

As part of the overarching Circulation Moonshot framework, assess and refine KDL's purchasing philosophy to mitigate waste, ensure alignment with having a popular materials collection, and ensure patrons and staff understand what a popular materials collection is and how to help patrons get materials from other resources.



2022 Q3 Update

On Track **Paused/Delayed** Canceled Completed

Though this initiative was scheduled for completion at the end of August, the project team has prioritized quality and thoroughness of training over timeline. As of this Quarterly Report, the project is set to close out in the next few weeks. Over the past few months, the team has worked tirelessly to develop talking points for staff regarding KDL's popular materials collection. Additionally, several new videos and procedures have been rolled out to staff and a new informational Collection Development webpage has been added to the KDL site.