

STRATEGIC PLAN 2021-2023



FOURTH QUARTER UPDATE
2022

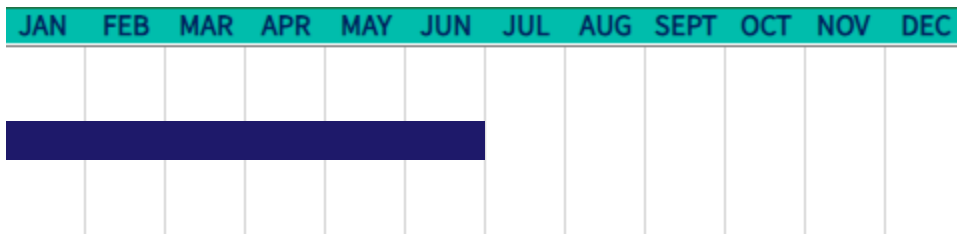


2021-2023 Strategic Goal:

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 Q4 Update

On Track

Paused/Delayed

Canceled

Completed

Done. See completion summary from Quarter 3 update.

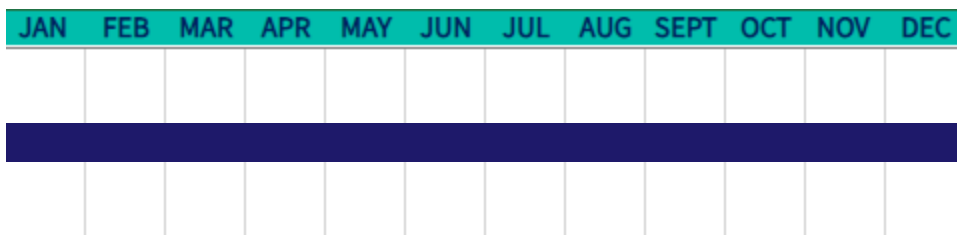
Equity, Diversity, Inclusion (EDI)

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 Q4 Update

On Track

Paused/Delayed

Canceled

Completed

For the last two years, KDL staff have been taking training through the Paradigm REACH platform to educate staff on equity, diversity and inclusion (EDI) topics to promote our core values of helpfulness, courageousness, authenticity, inclusivity and positivity to KDL patrons and to each other. Training consists of short videos, documents, and resource lists of movies, podcasts and social media accounts to interact with, all with the purpose of furthering understanding on concepts such as microaggressions, unconscious bias, and inclusive language - among others.

In 2022, 375 KDL employees completed 10 hours of training each, for a total of 3,750 hours of training in EDI topics. For Q4, the staff completion rate was 87%.

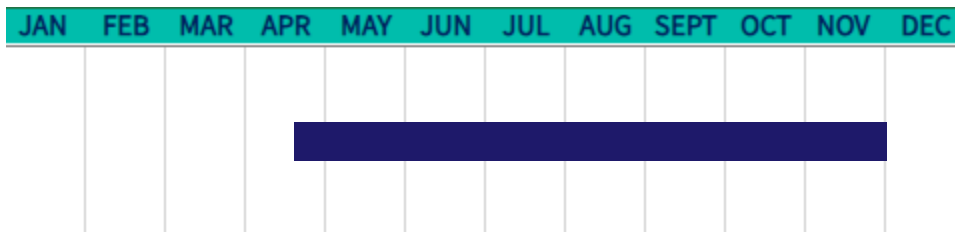
Equity, Diversity, Inclusion (EDI)

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 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 Q4 Update

On Track **Paused/Delayed** Canceled **Completed**

The CultureWise portion of this project was completed in the fall of 2022, introducing 27 core service fundamentals to staff. All fundamentals re-enforce KDL's basic goal to "Go Further with Service."

In late November, the project team met to inventory associated deliverables and brainstorm ways to continue to integrate fundamentals into day-to-day operations, mainly by introducing service scenarios that will spur ongoing training conversations and create a culture where service is consistently talked about and improved upon. Most exciting, managers will be given special access to an app that offers service and training scenarios for each and every fundamental presented. Scenarios can be discussed in meetings and group huddles on a weekly or even daily basis.

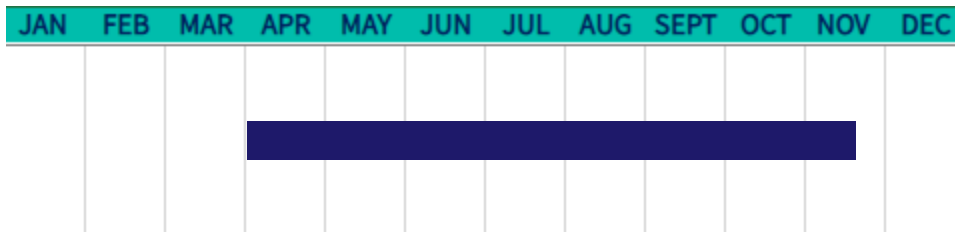
Although this project initially held a deadline of November 2022, the shift in scope means that work will continue on into 2023.

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 Q4 Update

On Track

Paused/Delayed

Canceled

Completed

Done. The new process for welcoming new (and renewing) cardholders has officially been launched in every KDL branch. Now when you visit your local branch, you may hear the clicking of prize wheels or see staff giving tours of the branch or rattling off information about patron interests. Branches are working to fine-tune these new processes according to what works best for their communities, as well as learning to read the social cues of users in such a way that each and every welcome experience can be perfectly tailored to fit the person who receives it.

This project brought a little fun, excitement, and consistency to library card sign-up processes at all of the branches, and has helped to identify areas of interest upon sign up. It has been a blast to see so many branches embracing this endeavor and sharing the spirit of KDL (Information. Ideas. Excitement!) with friends and patrons.

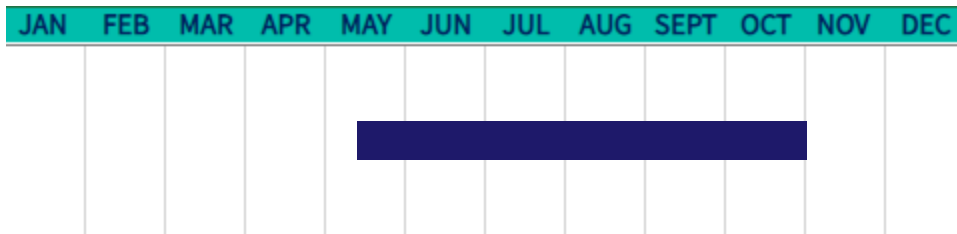
Engagement + Service

2021-2023 Strategic Goal:

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

2022 Initiative #5

Partner with HealthNet of West Michigan and St. Mary's Foundation to give early literacy 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 Q4 Update

On Track

Paused/Delayed

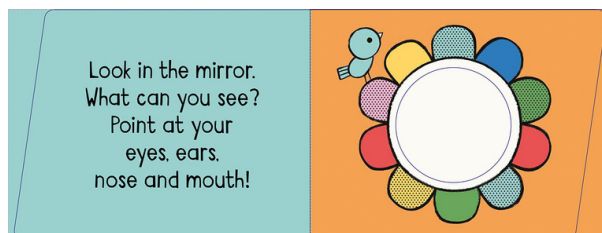
Canceled

Completed

Done. What started as a partnership with St. Mary's Foundation quickly became a project that established partnerships between the library and various healthcare partners in the area (Great Start Collaborative, St. Mary's Foundation, Kent County Health department, etc.) to provide early literacy resources to qualifying West Michigan families, inviting them into the library space at a time when they may need to feel more support and connection with community resources than ever before.

Toward the end of the project, the team sent out a survey to all participating partners and received generally excellent feedback in return. All feedback will be analyzed and applied for future iterations of the program. The Community Engagement team looks forward to continuing with this great initiative in the future, as well as continuing to seek additional funding.

In the meantime, the provided book will continue to be switched out on annual basis, as chosen by KDL's Early Literacy Workgroup members. The current book being sent out to partners is "Look at Me!" by Flora Chang.



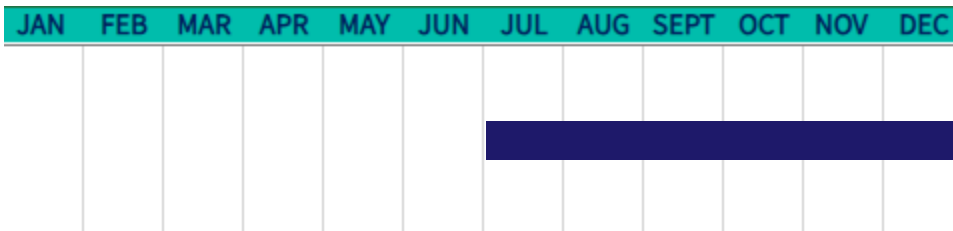
Engagement + Service

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 patrons' cross-functional library involvement.



2022 Q4 Update

On Track

Paused/Delayed

Canceled

Completed

The search for a Customer Relationship Management (CRM) software that works best for KDL has been ongoing. Guided by a list of the library's specific needs and wants in such a software, the team has set up several introductory meetings and demos with vendors LibConnect, Zoho, Microsoft Dynamics, Salesforce and Capsule. Various team members are researching some of the non-profit related discounts that may be available.

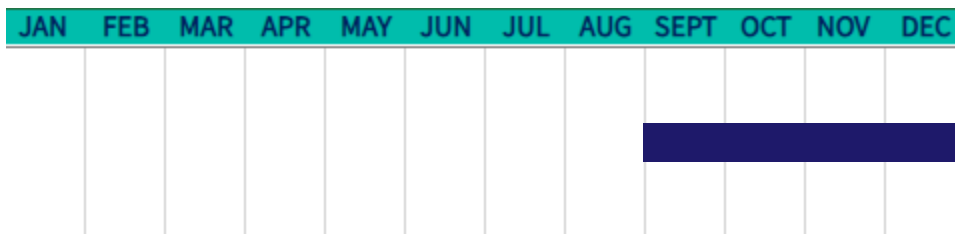
Though a 2022 strategic initiative, this project has an adjusted deadline of March 31, 2023, and the project team remains confident that they will be able to meet all associated deliverables in that time.

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 train volunteers to reach out to their friends, local businesses, and schools to help spread awareness of KDL services and offerings. Ambassadors will be granted first access to KDL swag, special events, etc.



2022 Q4 Update

On Track

Paused/Delayed

Canceled

Completed

With no clear or consistent way for library advocates and "power users" to get involved in supporting the library (other than by donating funds or volunteering sporadically as opportunities arise), this project kicked off in November of 2022 with the goal of enhancing KDL's existing volunteer program by researching, planning and establishing a "Library Ambassador Program." As part of general project deliverables, team members will document important staff talking points for garnering patron interest and recruiting volunteers, research and add relevant volunteer opportunities within KDL to Volunteer Hub, and establish more consistent processes for supporting KDL-affiliated Little Free Libraries.

As of this quarterly report, the team is already well on their way to doing this and reaching the ultimate project deadline of February 28, 2023. Thus far, team members have already determined what the four main Ambassador Groups will be: the Docent, the Friend of the Library, the Secret Shopper and the Social Media Contributor. Landing pages have been created in VolunteerHub so that Ambassadors can view all open events related to their ambassadorship, and ambassador training materials are being developed.

To kick off the program, ten eager volunteers will be chosen and trained as Ambassadors, covering topics from KDL Way service expectations to how to properly use and navigate VolunteerHub. All training will also introduce and define each of the four ambassador groups, along with associated expectations.

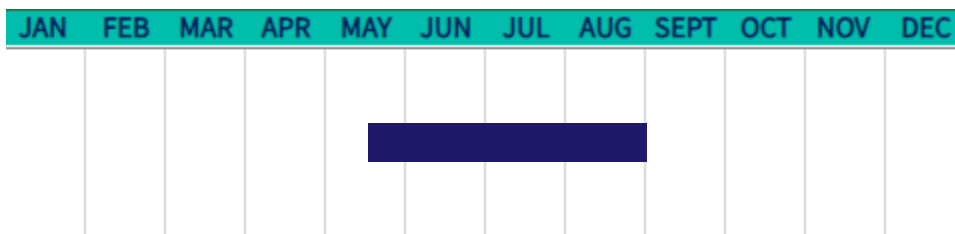
Sustainability

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 Q4 Update

On Track

Paused/Delayed

Canceled

Completed

Done. KDL's Collection Development policies were reviewed by KDL's legal team and by internal staff with no significant changes. The project team, in coordination with MarCom, launched a new webpage on KDL.org: <https://kdl.org/collections> to give patrons a clear understanding of our collection development policies and procedures, with an emphasis on intellectual freedom and what it means to have a popular materials collection.

The Collection Development team also created thorough and informative staff trainings on materials selection, finding books in MeL (Michigan eLibrary), patron requests, and eBook purchasing to ensure that each staff member feels knowledgeable about KDL's collection and equipped to share with others on that knowledge in a thoughtful way.

Sustainability