

## **Kirkwood Public Library**

### **2020-2024 Strategic Plan**

October 2019

#### **Introductions**

Last fall, Kirkwood Public Library kicked off a process to update the organization's strategic plan to guide its efforts over the next three years. Using an outside facilitator, Library leadership engaged in a three-step process:

- **Phase One: Reflect** - Gained feedback from staff, Board members, and patrons to:
  - Look back – assess accomplishments and opportunities
  - Look out – discuss best practices and trends impacting their work
  - Look ahead – explore hopes for the future
- **Phase Two: Prepare** - Reviewed and updated the Library's vision, mission, and core values statements, and established a Big, Hairy, Audacious Goal that serves as the Library's rallying cry during the next three years
- **Phase Three: Put the Plan Together** - Developed a new strategic plan that includes objectives, tactics, activities, metrics, timelines, and assignments of responsibility

Once the strategic plan is approved by the Board, a dashboard to easily track progress and a strategy screen to guide future decision-making will be developed.

It is anticipated that the Board will approve the new strategic plan in November 2019, for implementation in January 2020.

#### **Strategic Plan Definitions**

⇒ **Big, Hairy, Audacious Goal (BHAG)** - This is a clear and compelling organization-wide goal that serves as a unifying focal point of our effort for the next 3-5 years. It is our rallying cry that will stretch us, but is realistic

⇒ **Objectives** - These are broad statements about what we must achieve in order to reach our BHAG. In other words, objectives are our primary outcomes

⇒ **Tactics** - These are approaches we will use to achieve a particular objective

⇒ **Activities** - These are the specific, measurable tasks we will do in order to achieve a particular tactic

⇒ **Metrics** - These are the ways in which we will measure whether or not we achieved the objective

## KIRKWOOD PUBLIC LIBRARY

### **Our Purpose**

*Kirkwood Public Library's purpose is to engage our community by providing the opportunity for all to freely access information, learn, grow, develop, and connect.*

### **Our Vision**

*We envision a library in which our community members have the resources, space, and inspiration to pursue a life of learning and discovery.*

### **Our Mission**

*The Kirkwood Public Library inspires a lifelong commitment to learning and creativity, for a more informed and connected community.*

### **Our Core Values**

- **Engagement** - *KPL is an active part of community life where diverse voices shape the library's offerings to reflect community needs*
- **Enjoyment** - *Patrons are "wowed" with every single interaction & visit*
- **Ownership** - *Patrons of all ages & interests find ownership here, referring to KPL as "my library"*
- **Innovation** - *KPL continually evolves in order to deliver leading and innovative services and technology which furthers our purpose.*
- **Learning** - *KPL values learning, and we inspire our patrons to be lifelong learners. We create spaces that both foster and satisfy a hunger for learning*

## KIRKWOOD PUBLIC LIBRARY 2020 - 2024 Strategic Plan

### **Our Big, Hairy, Audacious Goal (BHAG)**

*Kirkwood Public Library is a leading innovator in defining the modern library where staff, resources, and experiences reflect our diverse and vibrant community.*

### **Key Objective #1: Community Engagement**

*Deepen relationships with patrons and the broader community in ways that promote active engagement with the library.*

#### **Tactics**

- **Innovative outreach** - Develop innovative outreach and partnership activities that allow KPL to engage the community outside of our walls, while inviting the community to explore all of the library's offerings
- **Foster active civic engagement** - Expand programming that encourages open public dialogue
- **Patron feedback** - Develop tools to more effectively gain patron feedback on KPL's programming, patron interests, and potential barriers
- **Marketing & communications** - Utilize diverse marketing channels to connect with and deepen engagement with patrons on-site, on-line, and in the community
- **Diversity, equity, & inclusion** - Ensure that all tactics and activities apply a DEI lens

### **Key Objective #2: Diversity, Equity, & Inclusion**

*Actively seek to engage diverse voices and consciously create an environment in which everyone feels valued, respected, and welcomed.*

#### **Tactics**

- **Establish a strong foundation** - Increase the library's understanding of DEI
- **Embed** - Create a culture and an environment that values and is committed to DEI
- **Staff** - Create a staff with diversity reflective of our community through staff hiring and recruitment

### **Key Objective #3: Life Span Engagement**

*Develop services that engage across generations, ensuring that all can freely access information, learn, grow, develop, and connect.*

#### **Tactics and Activities**

- **Understanding our patrons** - Increase our understanding of how patrons interact with us and how they could interact with us at each life stage
- **Strengthen programming and collections** - Develop and offer relevant programs and collections for each age group that promote seamless transitions through life stages to meet the needs of patrons as they age
- **Equip staff** - Train and empower staff to serve all age levels regardless of primary department
- **Diversity, equity, & inclusion** - Ensure that all tactics and activities apply a DEI lens

### **Key Objective #4: Technology**

*Actively seek out ways to use and integrate technology into all levels of library operations to enhance patron engagement.*

#### **Tactics and Activities**

- **Staff training/knowledge** - Deliver necessary training and tools to provide staff with the technology skills to empower them in their duties while assisting patrons
- **Patron access** - Provide patrons with the tools and knowledge they require to navigate technology in the library and their lives
- **Integration** - Integrate technology across departments and operations, utilizing technology to complement and maximize operations and programming
- **Diversity, equity, & inclusion** - Ensure that all tactics and activities apply a DEI lens

### **Key Objective #5: Sustainability**

*Ensure that the library is sustainable and positioned to meet current and future needs.*

#### **Tactics and Activities**

- **Building** - Increase library sustainability by evaluating and implementing a strong building plan
- **Financial** - Provide a clear plan for future expenses to create a foundation for growth in all library operations
- **Personnel** - Empower and support staff through evaluation procedures, policies, hiring practices, professional development, and resource allocation
- **Diversity, equity, & inclusion** - Ensure that all tactics and activities apply a DEI lens