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
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
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