

Urbandale Public Library

Mission: The Urbandale Public Library is committed to providing diverse resources for life-long learning and enjoyment.

Stakeholders: Urbandale and surrounding area citizens, City of Urbandale governmental leaders, community partners, sponsors, donors, State of Iowa

Strategy

I. Community Place for Learning, Exploring and Growing	II. Community Gathering Place	III. Organization of Excellence
<p><u>Goal:</u> Provide a community place for life-long learning, exploring and growing with resources and experiences that facilitates individual and collective development in knowledge, skills, and positive behaviors</p> <ul style="list-style-type: none"> • Source for expert information and research • Resources that expand thought • Friendly, helpful, knowledgeable staff • Coordinator of learning and development programming • Provider of entertainment and fun for broad community • Strategic programming partnerships and alliances <p>(Books, CDs, DVDs, staff support to community, programming; face-to-face and virtual opportunities)</p> <p><u>Metrics:</u> Library visits per capita, loans per capita, overall user satisfaction/likelihood to recommend; number of experiences/programs, programs attendance and usage, programs attendees’ satisfaction/likelihood to recommend, collections/library rating/comparison index score, cost per user</p>	<p><u>Goal:</u> Serve as the community gathering place for connections that fosters social interactions, relationship building, and planning for the future</p> <ul style="list-style-type: none"> • Center of community activities • The place where community groups meet and create accomplishments • Convening collaborative minds advocating for innovation and developing the future <p>(Meeting space for community non-profits, businesses, organizations; community space for events and special interest groups)</p> <p><u>Metrics:</u> Utilization – frequency, number of community groups and members; satisfaction with space/likelihood to recommend</p>	<p><u>Goal:</u> Create an organization of excellence to foster an engaged community</p> <ul style="list-style-type: none"> • Best practice operations model • Collaborative, well-developed staff • Effective organization promotion and marketing • Effective and efficient use of library space • Decisive trustees board • Strategic community partnerships • Donors and sponsors relationships <p>(Operations model – communication engagement, learning system, accountability process; promotion and marketing strategy, trustees development, partnership development, donor and sponsor strategy)</p> <p><u>Metrics:</u> Progress with key organization performance metrics; staff turnover; staff satisfaction; staff learning requirements completed; Trustees tenure; Trustees survey results; number of strategic partnerships; number of donors and sponsors; tenure of donors and sponsors; financial contributions by donors and sponsors</p>

Strategic Plan Objectives

Strategic Pillars	2022-2023	2024-2025	2026
<p>I. Community Place for Learning, Exploring and Growing</p> <p>Provide a community place for life-long learning, exploring and growing with resources and experiences that facilitates individual and collective development in knowledge, skills, and positive behaviors</p>	<ol style="list-style-type: none"> Standardize and document all processes to ensure consistent customer experience; utilize for staff training and development. Implement customer service program for all staff (e.g. I'm here for U). Create job shadowing and mentoring program to develop further staff collaboration. Develop customer input and feedback system to gauge needs for collections, services, and programming. Review existing collections and programming; develop a plan outlining highest needs/demands for community served with goals to fill the gaps. Create business plans and pilot enhanced offerings (e.g. eBooks, podcasts) to meet current demands and to engage with broader population/generations. Research innovative options to extend learning experiences/ programming outreach into alternative community settings; determine key community partners and locations; offer workshop on leading a program with community subject matter experts and interested parties. Pilot programming at non-library community locations (e.g. Senior Center, parks, Merle Hay Mall, Chamber, other community gathering places.) 	<ol style="list-style-type: none"> Update all processes and staff training, as needed. Communicate collections needs and expansion plan. Communicate resource and program needs; create business plan(s); implement highest priority changes based on feasibility. Extend learning experiences into new, alternative community settings. 	<ol style="list-style-type: none"> Update all processes and staff training, as needed. Continue to expand collections according to the expansion plan. Communicate resource and program needs; create business plan(s); implement highest priority changes based on feasibility. Extend learning experiences into new, alternative community settings.
<p>II. Community Gathering Place</p> <p>Serve as the community gathering place for connections that fosters social interactions, relationship building, and planning for the future</p>	<ol style="list-style-type: none"> Standardize and document all processes to ensure consistent customer experience; utilize for staff training and development. Study the community groups/segments interacting at the library and survey for input and to determine unmet needs. Make adjustment to space and scheduled, where feasible. Research community and cultural needs for additional interaction opportunities and niches (e.g. art program, community culture day); research special interest groups – support connecting those seeking interactive, common interest opportunities face-to-face and virtually (e.g. book clubs, craft clubs, investment clubs, language club); offer workshop on how to form special interest groups. Research alternative community settings to support maximum utilization of community locations. 	<ol style="list-style-type: none"> Communicate facility needs for group gatherings and plans for changes, where applicable. Market space availability to community groups. Develop community groups promotion event to celebrate community interactions. 	<ol style="list-style-type: none"> Communicate facility needs and plans for changes, where applicable. Market space availability to community groups.
<p>III. Organization of Excellence</p> <p>Create an organization of excellence to foster an engaged community</p>	<ol style="list-style-type: none"> Adopt best practice operations model for development focused on communication engagement, learning system, and accountability process; includes metrics and value sharing system. Begin development of the model with leadership, staff, and Trustees. Create marketing communication plan to align with changing services and community needs; multiple media options; website refresh, app; impact report. Begin implementation. Develop strategic collaboration contacts/group to discuss partnership opportunities and community needs (e.g. Parks & Rec, Schools, Chamber, UCAN) Assess facility space allocation to support today's needs and the future -- face-to-face and virtual technology options; includes flexibility to adjust based on collections and programming changes; inside and outside space. Work with community stakeholders to develop space utilization plan. Develop business/project plan. Propose presence model/offerings in planned westside community center and other community locations (i.e. UEverywhere). Evaluate existing funding streams – sponsorships, donations, grants, and events. Establish on-going targeted sponsorship and donor list -- to support programs and operational needs; includes sustaining donor plan; create sponsorships/donor catalog; engage initial tier of strategic sponsors/partners and donors. Explore joint-venture resource opportunities. Utilize best practices shared by non-profit and library association organizations. Conduct fundraising training; define fundraising roles – Trustees, Committee Members, and Director. Review the roles of the Urbandale Library Trustees and Foundation; clarify focus and expectations of each group; update Trustees' operational guides; conduct annual Trustees development/training; recruit new members and talents, where needed. 	<ol style="list-style-type: none"> Modify best practice operations model as needed. Update marketing communication plan, as needed. Assess organizational staffing model for current and future needs; includes employed and contracted staff; make adjustments where feasible. Expand strategic partnerships with non-profit and for-profit organizations; includes underwriters for programs and events support and/or sponsorship. Expand donor base utilizing relationship management plan. Review existing donor processes – assuring electronic contributions of any size, anywhere. Update board orientation process. Establish board survey and committee evaluation process. Assess volunteer needs. Recruit and manage new volunteer pool to support programming and fundraising, where appropriate. 	<ol style="list-style-type: none"> Modify best practice operations model, as needed. Assess organizational staffing model for current and future needs; includes employed and contracted staff; make adjustments where feasible. Expand strategic partnerships with non-profit and for-profit organizations; includes underwriters for programs and events support and/or sponsorship. Expand donor base utilizing relationship management plan. Research fundraising events conducted by other non-profit organizations across the U.S.; includes best results and ideas/concepts analysis. Add new fundraising event or campaign – fundraiser based on research and board approval, as feasible and needed. Consider campaign/event management support.