A Plan for Tomorrow
2013–2018

Strategic Priorities
Where DMPL Excels

1. High Performing Library
2. Respected and Valued by Residents
3. Lead by Experienced and Talented Administration
4. Staffed by Dedicated Professionals
5. Staff Works Well Together
6. All Staff is Committed to Improving Library Service
7. Excels in Event Programming
8. Ranks High in Patron Visits and Virtual Visits
9. Offers a Solid, Balanced Collection with Low Expenditures
10. Supported by a Dedicated Library Board
11. Enhanced by a Successful Foundation
12. Has Forged Productive Working Relationships with City
Twelve Strategic Priorities

1. Branding and Marketing
2. Community Affairs and Partnerships
3. Currency with Technology
4. Fundraising and Funding
5. Quality Customer Service
6. Educational Support
7. Support for Economic Development
8. Libraries as Public Places
9. Outreach to Underserved Populations
10. Advocacy and Government Relations
11. Staff Training and Development
12. Enhancing Internal Relations
STRATEGY: Branding and Marketing

- Test current library mission, vision, values statement.
- Rebrand around themes of empowerment and transformation.
- Develop a marketing, PR, and outreach plan.
- Promote services and resources.
- Standardize brand consistency and presentation.
- Redesign signage and wayfinding.
- Participate in high-profile city events.
- Proactively promote benefits of using the library.
Strategy: Community Affairs and Partnerships

- Establish criteria for evaluating partnerships.
- **Find desirable partners whose missions are aligned with DMPL’s priorities.**
- **Forge productive partnerships with community, businesses, service agencies, and governmental agencies.**
- Establish policies and procedures:
  - Written agreements of roles and responsibilities
  - Annual review and evaluation
  - Exit strategies for unproductive relationships
Strategy: Currency with Technology

- Continually upgrade technology infrastructure.
- Continue to develop the Virtual Library.
- Implement a technology plan and schedule of public computer replacement.
- Provide computer, tablet, e-book, etc. training.
- Transform the Library into a “community technology hub” with partnerships, training, information commons, etc.
Strategy: Fundraising and Funding

• Formulate multi-dimensional perspective on fundraising.
• **Enhance the process of securing major corporate, foundation, and individual gifts.**
• Develop planned giving program to build endowment.
• Establish sustained program of corporate and business relations on par with other local non-profits.
• Conduct preparatory research initiatives required for capital campaign for new facility.
• **Establish partnerships with other development offices.**
• **Explore new alternative sources of operational funding.**
Strategy: Quality Customer Service

• Continue to maintain DMPL’s high quality of customer services.
• Update customer service policies and procedures.
• Resolve issues associated with hours of operation.
• Use demographic data to build more relevant collections, programs, and services, branch by branch.
• Reconsider telephone reference.
• Ensure web-based virtual services are customer-focused and intuitively navigable.
• Market, showcase, and innovate.
Strategy: Educational Support

• Position the Library to support educators for 21st century literacies.
• Assign school/library cooperation to Youth Services Coordinator.
• **Research best practice models for school/library partnerships.**
• Establish agreements with schools that designate roles and responsibilities, lines of communication, library visits, in-school promotion of library services and to co-promote summer reading programs.
• Enhance homework help and educational resources.
Strategy: Support Economic Development

- Monitor and respond to demographic shifts.
- **Explore regional opportunities to collaborate** with private and public sector agencies – particularly libraries.
- **Boost career and employment resources.**
- Reduce digital divide by increasing technology access and training.
- **Promote Library’s role to attract businesses to City.**
- Promote resources and services for business.
- Continue to foster innovation and creativity to support regional emphasis.
Strategy: Libraries as Public Places

• Review policies/procedures for meeting room use.
• Implement Master Facilities Plan to optimize space utilization.
• **Reallocate space and resources, branch by branch, according to demographic needs.**
• Convert Central meeting space to conference center.
• **Market library facilities as “Second Place.”**
Strategy: Outreach to Underserved Populations

- Re-evaluate hours, branch-by-branch.
- **Evaluate services by using market segmentation data.**
- Intensify outreach and strategic partnerships to serve underserved populations within the City.
- Secure funding to put Rosie back on the road for outreach.
- Review card registration and other policies creating barriers.
- Explore cost effective alternatives to “bricks and mortar.”
- Explore “express services.”
- **Reach out to ethnic and underserved communities.**
Strategy: Advocacy and Government Relationships

- Promote contributions that Library makes to education, economic development, community building, and revitalization.
- Showcase DMPL’s favorable return on investment.
- Enhance Board and Foundation visibility in community.
- Kick off stewardship program with community leadership breakfasts.
- Establish various community advisory committees to gain feedback and advocate for Library.
- Provide advocacy training for Board and Foundation.
Strategy: Staff Training and Development

• **Commit to staff training to enhance jobs and customer service.**
• Revise job descriptions to reflect the Library’s priorities.
• **Continue to develop a succession plan** and career ladders in Library employment.
• Incorporate training goals into annual performance reviews.
• Make best use of internal resources and expertise.
• Explore options for on-line training of staff.
Strategy: Enhancing Internal Relations

• **Enhance clarity of roles and purpose between Library Board of Trustees, DMPL Foundation, and Friends groups.**

• **Craft *Memos of Understanding* to define roles and responsibilities of Library Board of Trustees, DMPL Foundation, and Friends groups.**

• **Encourage development of annual goals in support of strategic plan.**

• **Promote attendance at each other’s meetings and events.**
Facilities Master Plan
2013–2018
1. DMPL compares favorably with peer libraries across the nation

2. Available square footage space per capita for public use:
   - Adequate for most facilities
   - Low for the North Side and the South Side service areas

3. Existing South Side Library facility needs to be replaced

4. DMPL must address the space needs of future population growth
Central Library

- Expand children’s service area through space reorganization.
- Reorganize layout of various areas within facility to establish better user flow, easier location of materials, and best customer service.
East Side Library

- Expand facility 650 square feet to enlarge teen service area.
- Explore procuring or leasing additional surrounding parking space to alleviate congested parking scenarios in summer months.
Consider expanding facility for shared use with city services such as Parks and Recreation Department and Des Moines Police Department.

Combine Forest Avenue and North Side Library services into one newly constructed facility to serve both target service areas.
Franklin Avenue Library

- Continue to slightly adjust and modify service areas to best serve community in newly renovated facility.
North Side Library

- Adopt furniture to accommodate growing senior demographic but maintains use for growing other communities that use the library.
- Combine Forest Avenue and North Side Library services into one newly constructed facility to serve both target service areas.
South Side Library

- Construct new 30,000 square foot facility (comparable to Forest Avenue Library) centrally located in South Side service area.
- Temporarily lease 5,000 to 10,000 square foot commercial storefront property to operate a temporary location until the new area library is constructed nearby.
Alternatives

• Explore use of free standing automated kiosk libraries where citizens can check out materials, check in materials, place holds on titles, browse the Internet, and receive remote library staff assistance via live computer interaction.
Next Steps

• Development of Goals, Objectives, and Time-line
• Gain Input and Insight from City Council
• Library Board Approves Strategic Plan
• Publicize Strategic Plan
• Work to Achieve Goals and Objectives
QUESTIONS AND COMMENTS