

# **Ankeny Kirkendall Public Library**



**Strategic Plan  
2021-2025**

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## **Overview of the Strategic Planning Process**

Library boards continuously guide, shape, and build library services for their community as they make decisions about money, buildings, programs, technology and staff. The challenge is to make these decisions based on a carefully considered written plan. Planning is one of the five major roles of a library board. A good plan is a road map and assists the board and the director in making decisions that are the best ones for the community being served. It also publicizes the library's priorities and its vision of the future. ([Iowa Library Trustee's Handbook 2014, Chapter 19](#))

Planning is the decision-making process for what will be happening at the Ankeny Kirkendall Public Library over the next five years. A public library is an organizational resource for and of the community it serves. The strategic plan, therefore, must be created to be responsive to its community's needs.

### **Steering Committee Guided the Effort**

The steering committee consisted of the Ankeny Kirkendall Public Library Board of Trustees:

Cami Brazelton, President  
Tamara Fujinaka, Vice President  
Heather Lilienthal, Secretary  
Bert Testa  
Mike Wiser  
Margery Pierce  
William Knudten

Library Director Sam Mitchel and Jim Cushing, Organizational Excellence Consultant.

### **Process**

On May 21, 2020, Jim Cushing presented at the Library Board of Trustees meeting, and conducted a mini-SWOT analysis.

A SWOT analysis questionnaire was distributed to library staff and Friends of the Ankeny Library board members. At a subsequent Library Board of Trustees meeting, the results of the SWOT analysis questionnaires were reviewed. In order to receive input from the Ankeny community, a survey was formulated. The trustees, library director, and Jim Cushing drafted an initial strategic plan as a working document for discussion and for validation utilizing the community survey input.

A strategic plan is intended to be the blueprint for execution of the organization's mission and to fulfill community needs. It is an overarching guide and accountability document for the trustees, the library director, and the library staff. The strategic plan serves as a tool to keep everyone focused and moving the organization forward into the future.

The Ankeny Kirkendall Public Library strategic plan has three components that are intertwined for strategy execution:

Mission – A statement of what the Ankeny Kirkendall Public Library does and aspires to be.

***To be a welcoming and inclusive community center of learning experiences and entertainment, interaction and connection***

Stakeholders – Individuals who are affected by or can affect the organization's actions, objectives, and programs

***Ankeny and surrounding area citizens, City of Ankeny governmental leaders, community partners, sponsors, donors, State of Iowa***

Strategic Pillars or Core Competencies – The key, few critical areas that describe where efforts are focused, where the best results are produced (or should be produced), and where success is defined.

***Community Center of Learning Experiences and Entertainment***

***Community Center of Interactions***

***Community Center of Connections***

***Organization of Excellence***

The strategic pillars or core competencies are further explained with a goal and clarifying points to ensure understanding of what attributes to the goal. Metrics are also stated to measure progress, to ensure organizational leaders are focusing on the right things, and to articulate success of executing the strategy.

Strategic Plan Objectives – Utilizing the focus of each strategic pillar, the related goal, and the information from the retreat and the community survey, strategic objectives over a five-year period are formed as action steps to ensure milestones are reached for strategy execution. The objectives define where the primary efforts of the organization should occur and assure overall strategy development progress.

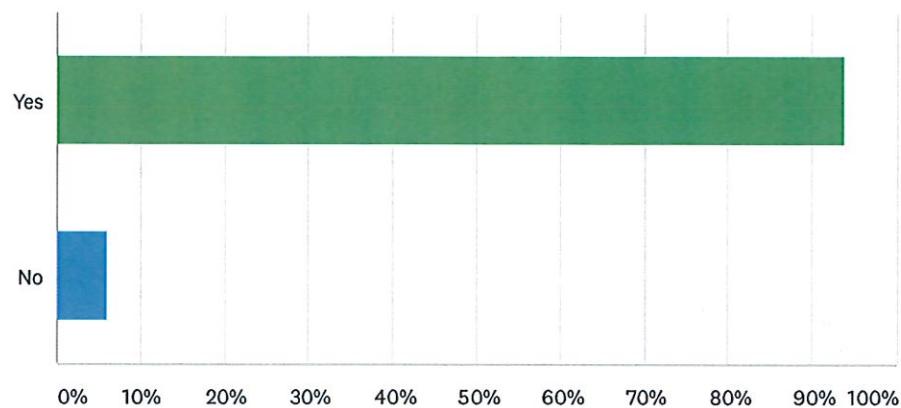
See page 30 for the library's strategic plan that details the aforementioned three components.

## **A Community Survey Drew a Strong Response**

The steering committee compiled a list of twenty-one questions that touched upon demographics, users' perceptions, publicity, usage, and needs of the library. The intent of the survey was to garner community input in developing a strategic plan. It is also a useful tool in order to gauge the community's overall view of the library. The survey was sent to 17,923 emails and 2,182 responded (12% response rate). The following pages are a compilation of the survey responses.

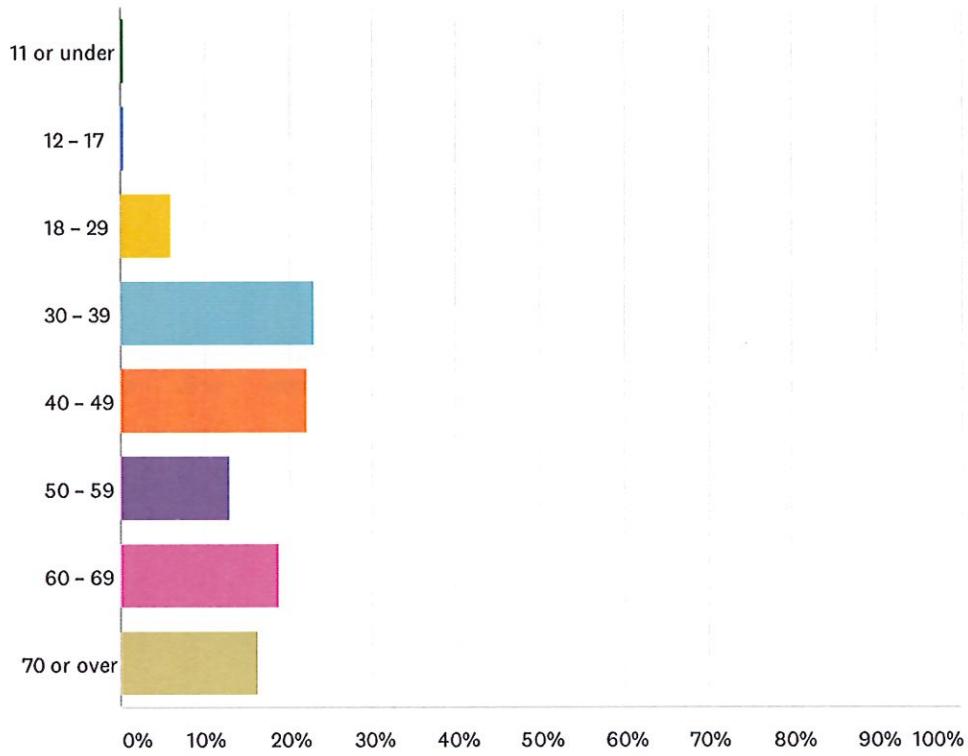
## Q1 Do you live in Ankeny?

Answered: 2,182    Skipped: 0



## Q2 What is your age group?

Answered: 1,908    Skipped: 274



## ANSWER CHOICES

11 or under

12 - 17

18 - 29

30 - 39

40 - 49

50 - 59

60 - 69

70 or over

TOTAL

## RESPONSES

0.37%

7

0.37%

7

6.03%

115

23.11%

441

22.12%

422

12.95%

247

18.82%

359

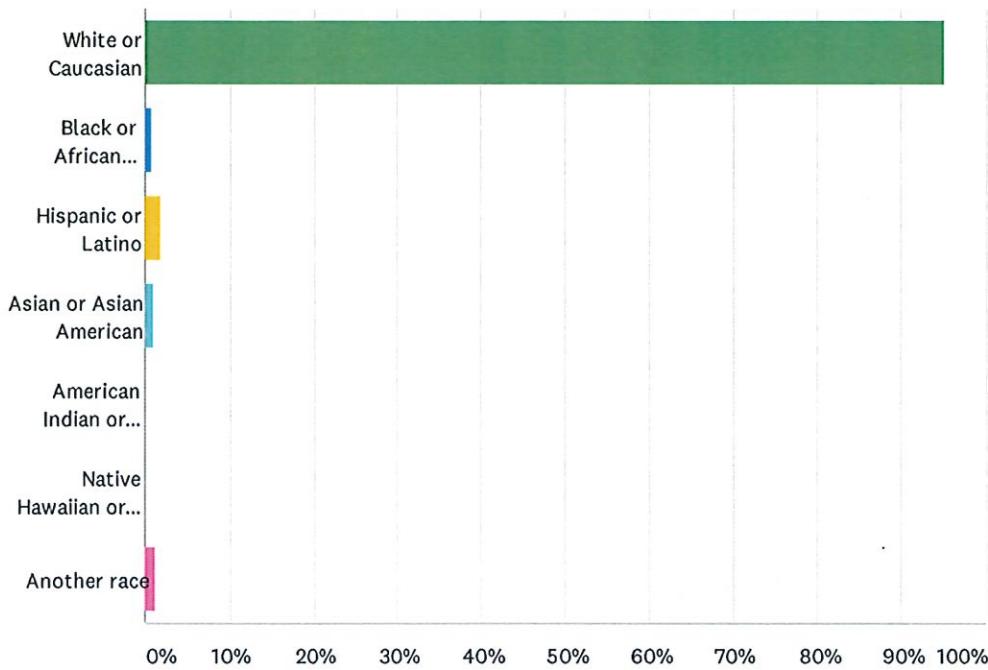
16.25%

310

1,908

## Q3 What is your race?

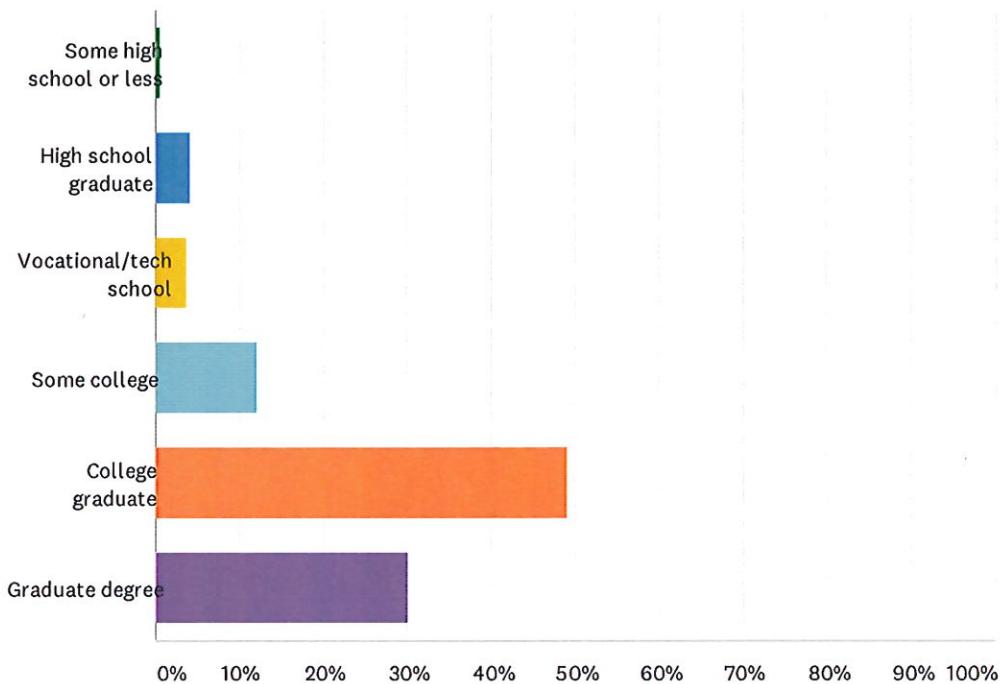
Answered: 1,904 Skipped: 278



ANSWER CHOICES	RESPONSES
White or Caucasian	95.22% 1,813
Black or African American	0.74% 14
Hispanic or Latino	1.84% 35
Asian or Asian American	0.95% 18
American Indian or Alaska Native	0.05% 1
Native Hawaiian or other Pacific Islander	0.00% 0
Another race	1.21% 23
<b>TOTAL</b>	<b>1,904</b>

## Q4 What is your highest education level?

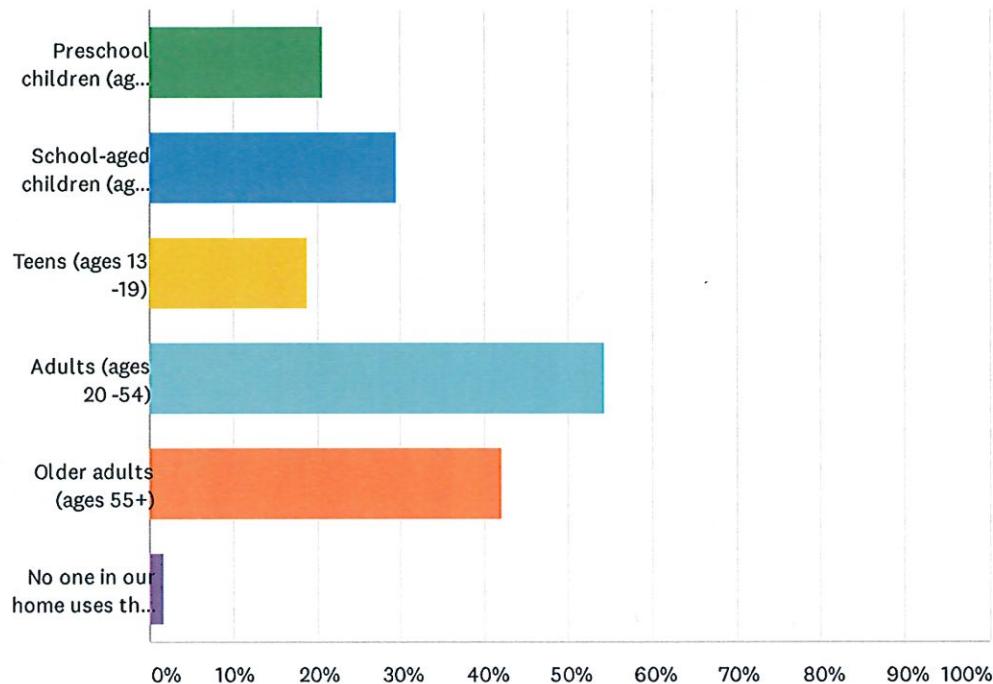
Answered: 1,910    Skipped: 272



ANSWER CHOICES	RESPONSES	
Some high school or less	0.52%	10
High school graduate	4.19%	80
Vocational/tech school	3.82%	73
Some college	12.09%	231
College graduate	49.21%	940
Graduate degree	30.16%	576
<b>TOTAL</b>		<b>1,910</b>

## Q5 What are the ages of library users in your household? (Choose all that apply.)

Answered: 1,908    Skipped: 274



### ANSWER CHOICES

Preschool children (ages 0 - 5)

School-aged children (ages 6 - 12)

Teens (ages 13 - 19)

Adults (ages 20 - 54)

Older adults (ages 55+)

No one in our home uses the library

### RESPONSES

20.81%

397

29.45%

562

18.82%

359

54.40%

1,038

42.03%

802

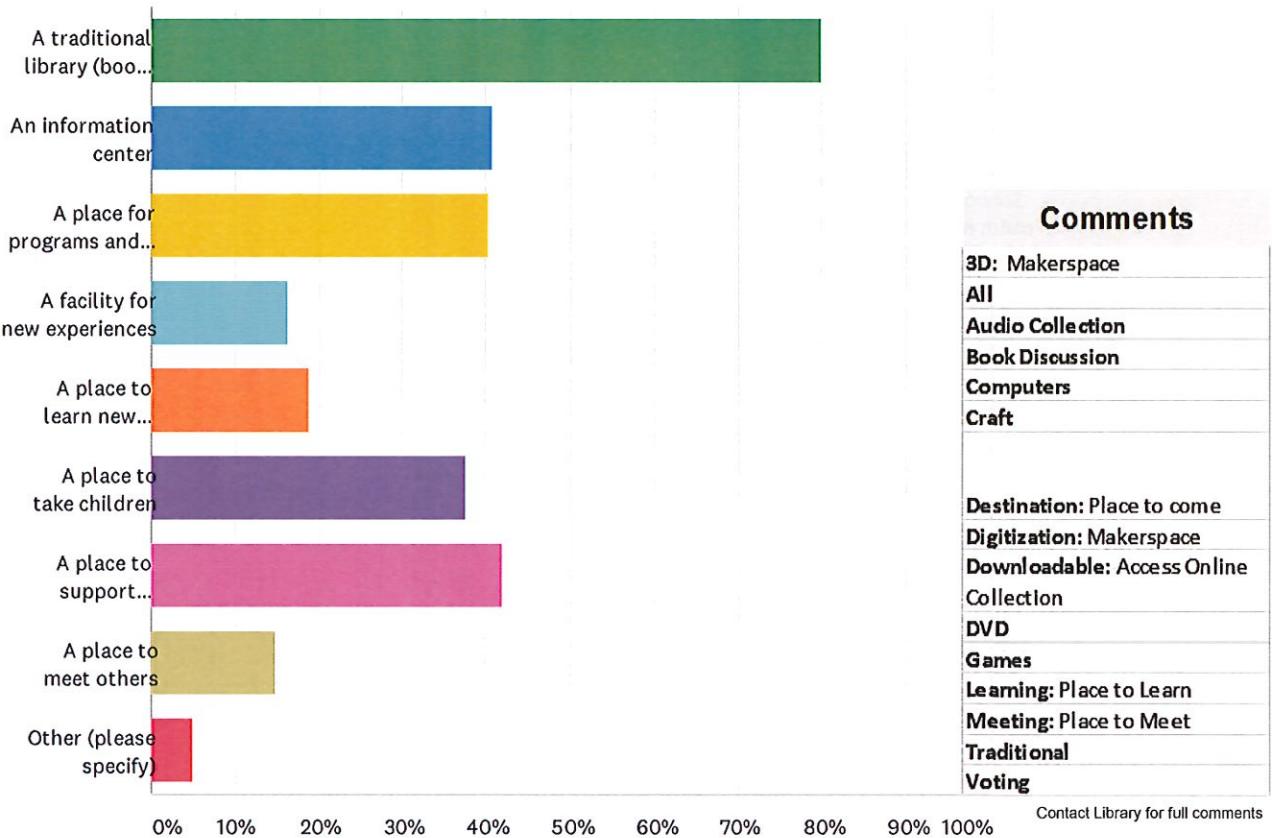
1.62%

31

Total Respondents: 1,908

## Q6 What best fits your description of the library?

Answered: 1,910 Skipped: 272



### ANSWER CHOICES

A traditional library (books and quiet study)

### RESPONSES

80.00% 1,528

An information center

40.84% 780

A place for programs and events

40.42% 772

A facility for new experiences

16.34% 312

A place to learn new skills

18.74% 358

A place to take children

37.64% 719

A place to support children's education or development

41.99% 802

A place to meet others

14.76% 282

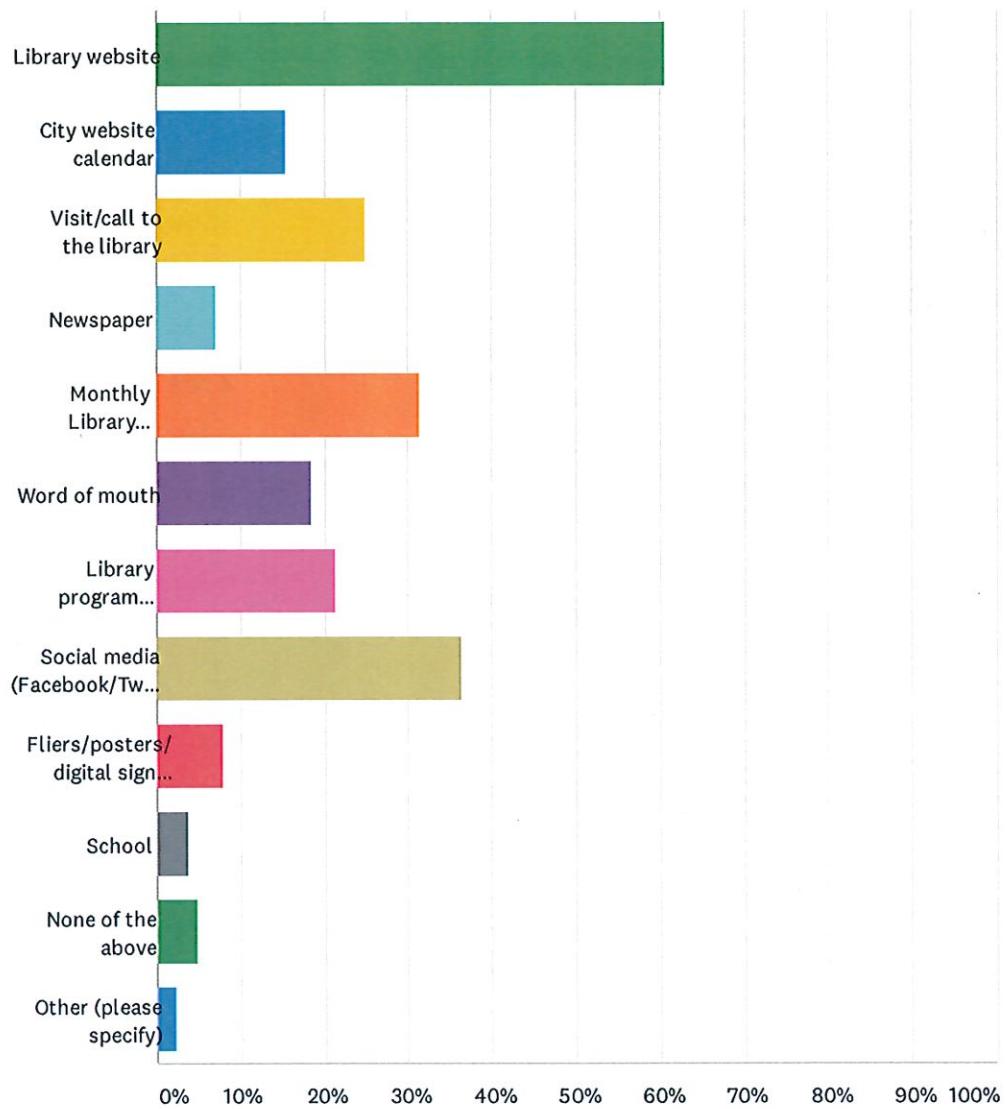
Other (please specify)

4.92% 94

Total Respondents: 1,910

## Q7 How do you learn about the library and its activities? (Choose all that apply.)

Answered: 1,910    Skipped: 272



**ANSWER CHOICES**

	<b>RESPONSES</b>	
Library website	60.63%	1,158
City website calendar	15.45%	295
Visit/call to the library	24.97%	477
Newspaper	7.17%	137
Monthly Library eNewsletter/email	31.41%	600
Word of mouth	18.48%	353
Library program calendars	21.36%	408
Social media (Facebook/Twitter)	36.34%	694
Fliers/posters/digital signage (at library)	7.96%	152
School	3.72%	71
None of the above	4.76%	91
Other (please specify)	2.20%	42

Total Respondents: 1,910

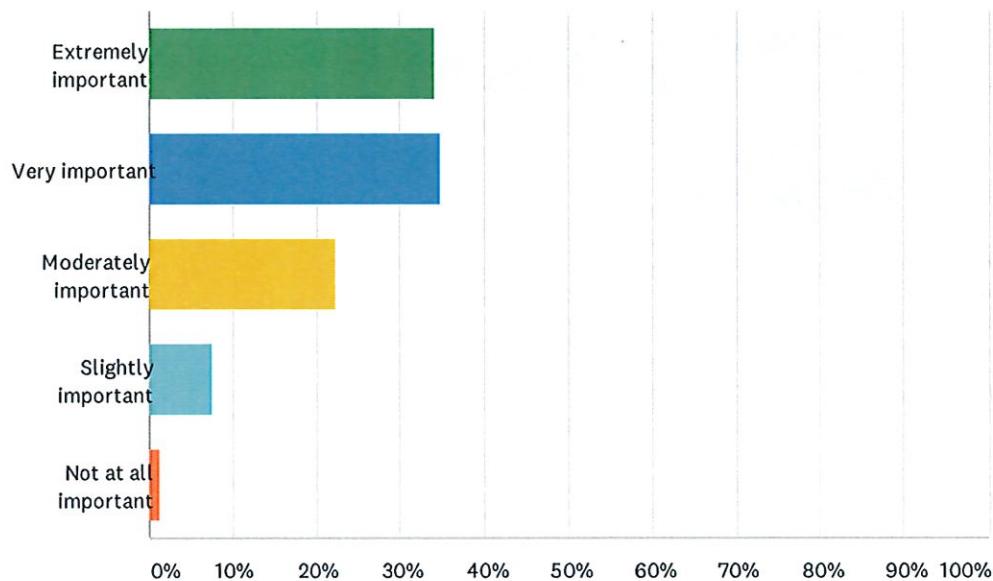
**Comments**

All  
 Ankeny Living  
 Email: Library/City Notifications  
 Internet: Other than Library Website  
 Newspaper  
 Not Aware: Communication Deficiency  
 Onsite: Signage, Staff  
 Social Media:  
 Website: Library/City  
 Word of Mouth

Contact Library for full comments

## Q8 How important is the library to your household?

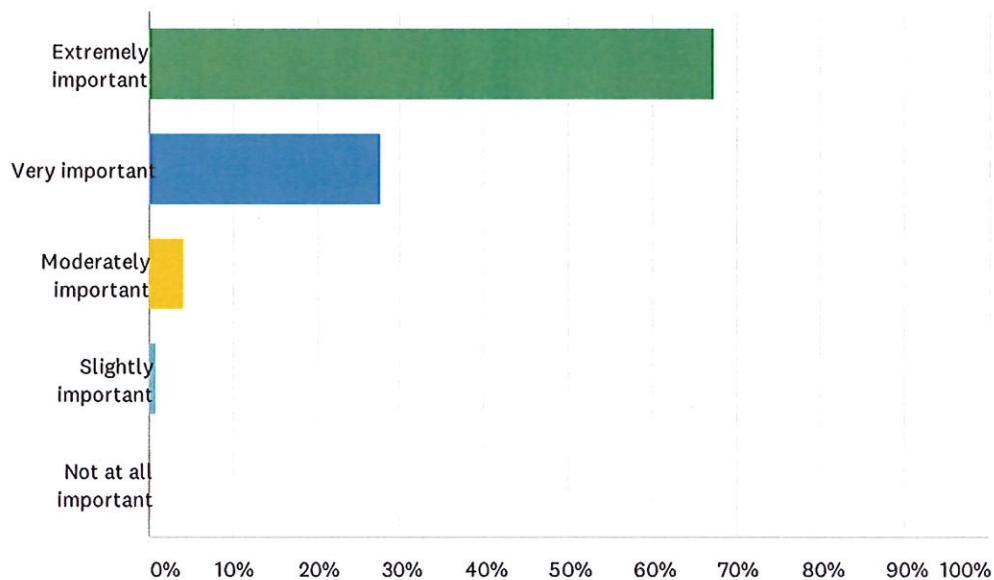
Answered: 1,908 Skipped: 274



ANSWER CHOICES	RESPONSES	
Extremely important	34.12%	651
Very important	34.70%	662
Moderately important	22.48%	429
Slightly important	7.55%	144
Not at all important	1.15%	22
<b>TOTAL</b>		<b>1,908</b>

## Q9 How important is the library to the Community?

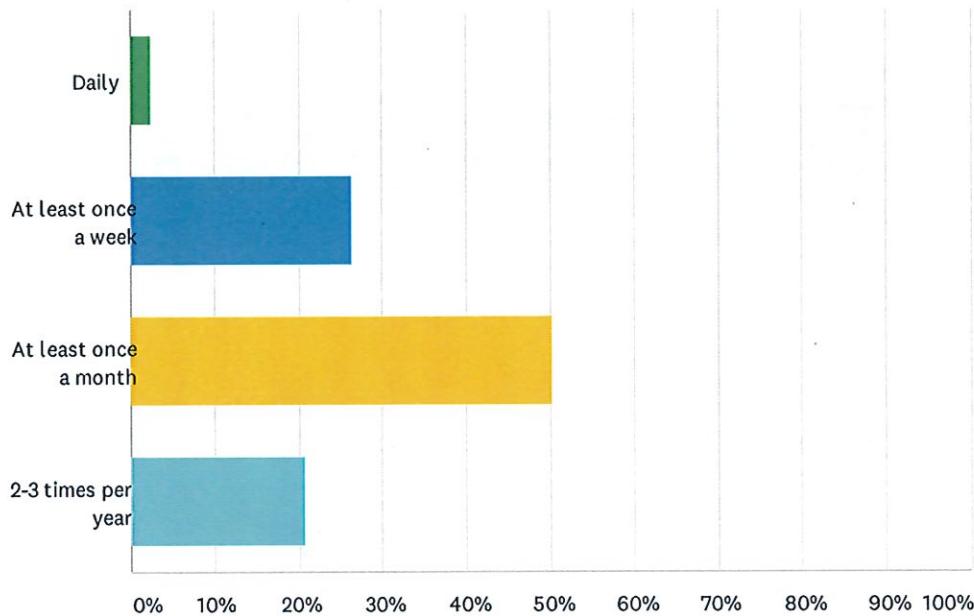
Answered: 1,907    Skipped: 275



ANSWER CHOICES	RESPONSES	
Extremely important	67.33%	1,284
Very important	27.69%	528
Moderately important	4.09%	78
Slightly important	0.79%	15
Not at all important	0.10%	2
<b>TOTAL</b>		<b>1,907</b>

## Q10 How often do you use the Ankeny Kirkendall Public Library services?

Answered: 1,831 Skipped: 351



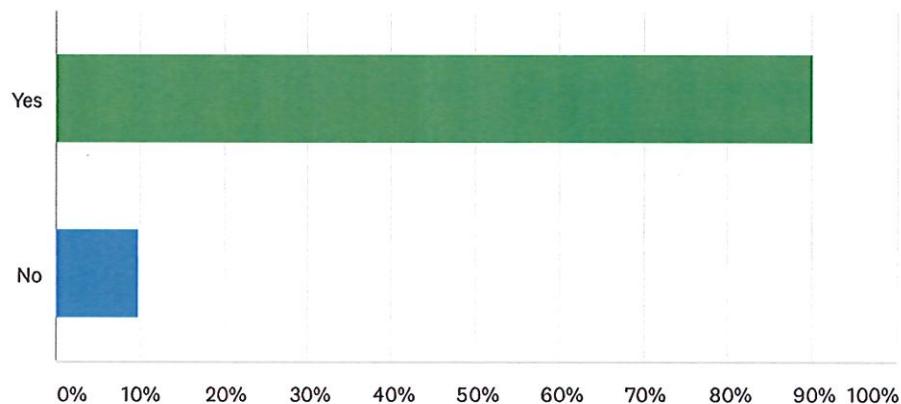
ANSWER CHOICES	RESPONSES	
Daily	2.51%	46
At least once a week	26.43%	484
At least once a month	50.25%	920
2-3 times per year	20.81%	381
<b>TOTAL</b>		<b>1,831</b>

Comments
Busy
Covid
Location: Don't Like
Monthly
Never
New: New to Ankeny
Not Needed
Weekly
Yearly

Contact Library for full comments

## Q11 Are the Ankeny Kirkendall Public Library services available when you need them?

Answered: 1,895    Skipped: 287



### ANSWER CHOICES

### RESPONSES

Yes	90.24%	1,710
No	9.76%	185
TOTAL		1,895

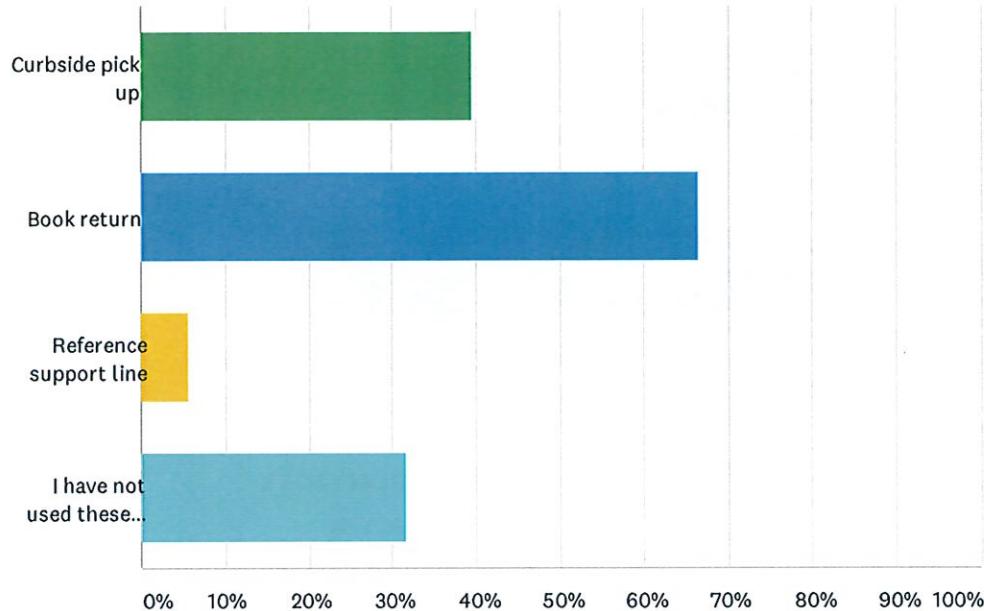
### Comments

Covid
Holds: Long Waitlist
Hours: Suggestion
Location: Don't Like
Meeting: Suggestion
Not Available: Collection Deficiency
Not Aware: Communication Deficiency
Online Payment
Programs: Suggestion
Special Needs: ADA
Virtual Programs
Weekend/Evening: Hours & Programs

Contact Library for full comments

**Q12 Have you utilized any of the following services during the last 6 months? (Choose all that apply.)**

Answered: 1,909    Skipped: 273

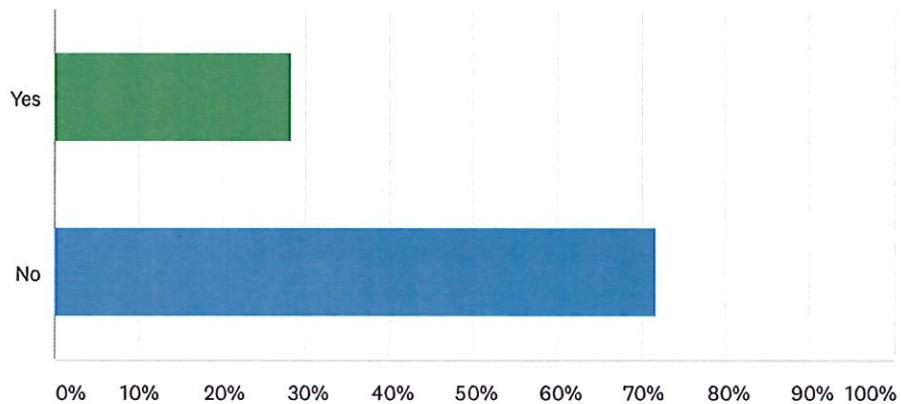


ANSWER CHOICES	RESPONSES
Curbside pick up	39.44% 753
Book return	66.63% 1,272
Reference support line	5.55% 106
I have not used these services	31.69% 605

Total Respondents: 1,909

**Q13 Have you or members of your family used meeting spaces (i.e. study rooms/large meeting rooms) at the Ankeny Kirkendall Public Library?**

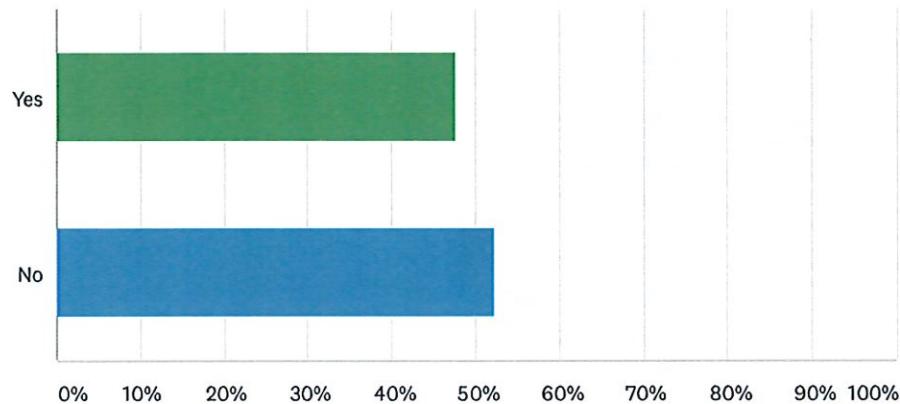
Answered: 1,906    Skipped: 276

**ANSWER CHOICES****RESPONSES**

Yes	28.17%	537
No	71.83%	1,369
<b>TOTAL</b>		<b>1,906</b>

## Q14 Have you or members of your family participated in programs offered at the Library?

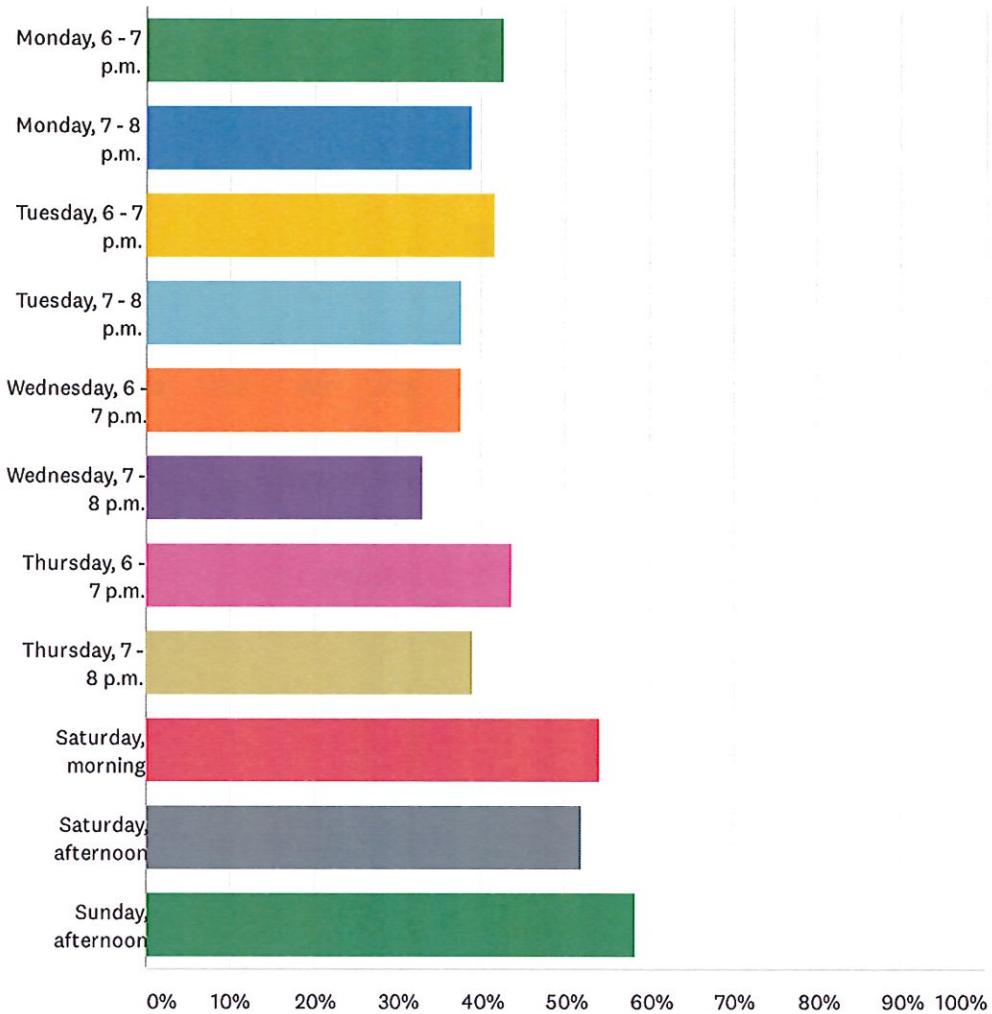
Answered: 1,906    Skipped: 276



ANSWER CHOICES	RESPONSES	
Yes	47.74%	910
No	52.26%	996
TOTAL		1,906

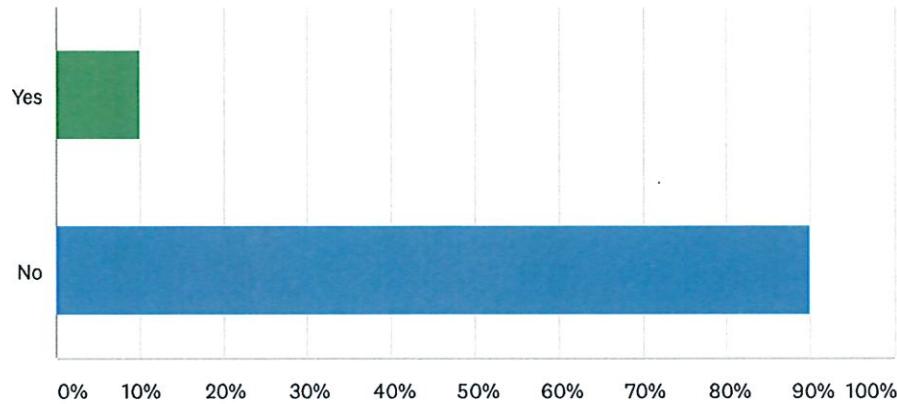
**Q15 What are convenient days and times for you or members of your family to attend evening and weekend programs? Check all that apply.**

Answered: 1,739    Skipped: 443



## Q16 Have you or members of your family participated in virtual programs offered by the Library?

Answered: 1,907    Skipped: 275



ANSWER CHOICES	RESPONSES	
Yes	10.12%	193
No	89.88%	1,714
TOTAL		1,907

Comments
Busy
Limit Online
No Internet
Not Available
Not Aware
Not Interested

Contact Library for full comments

ANSWER CHOICES	RESPONSES	
Monday, 6 - 7 p.m.	42.67%	742
Monday, 7 - 8 p.m.	38.93%	677
Tuesday, 6 - 7 p.m.	41.69%	725
Tuesday, 7 - 8 p.m.	37.67%	655
Wednesday, 6 - 7 p.m.	37.72%	656
Wednesday, 7 - 8 p.m.	32.95%	573
Thursday, 6 - 7 p.m.	43.76%	761
Thursday, 7 - 8 p.m.	39.16%	681
Saturday, morning	54.28%	944
Saturday, afternoon	52.10%	906
Sunday, afternoon	58.37%	1,015
Total Respondents: 1,739		

## Q17 What programs (in-person or virtual) are needed?

Answered: 954 Skipped: 1,228

### Comments

**A: Adult**

**C: Children**

**Comp: Computer**

**GP: General Program**

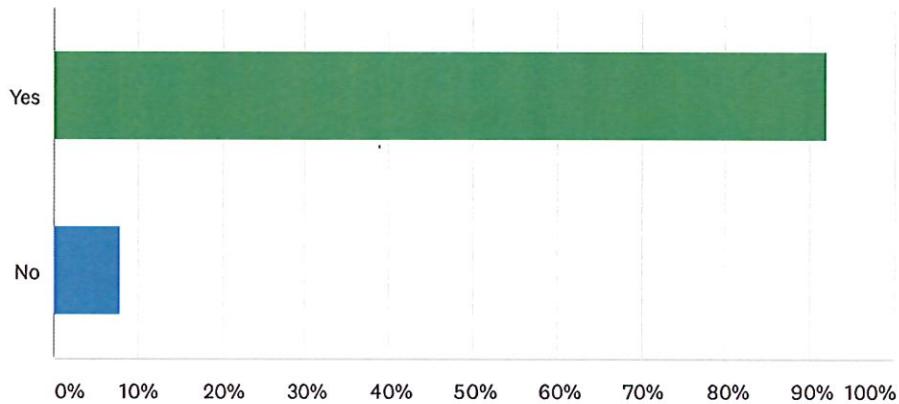
**T: Teen**

**Tech: Technology**

Contact Library for full comments

## Q18 When you visit the Library, are you able to easily find the materials you are looking for or the program you are attending?

Answered: 1,842    Skipped: 340



### ANSWER CHOICES

### RESPONSES

Yes	92.07%	1,696
No	7.93%	146
TOTAL		1,842

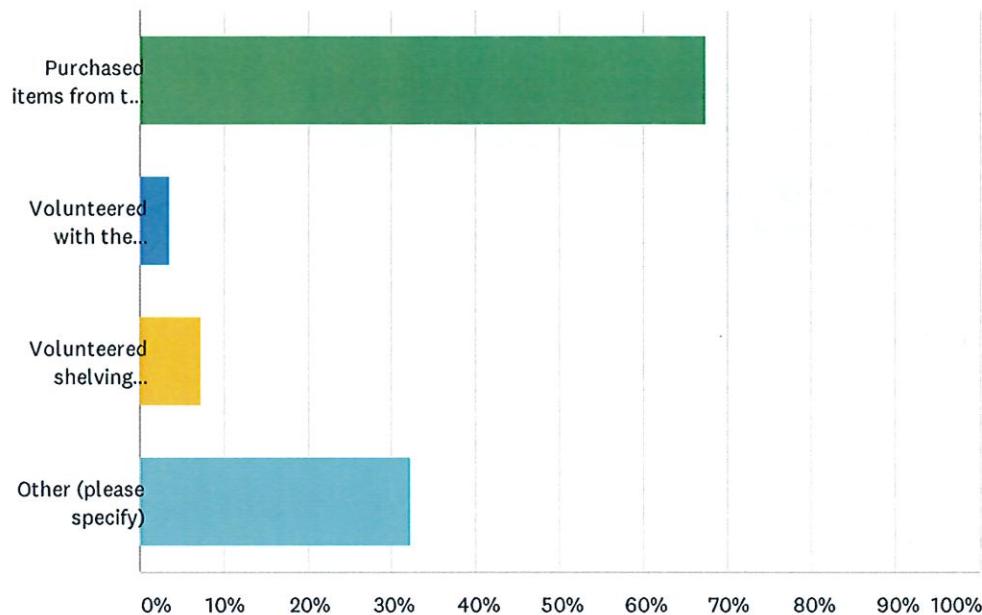
### Comments

Covid: Impeded Visit
Design: Don't Like Layout
Information: Need Signage, Maps
Location: Don't Like Location
Shelving: Errors, Don't Like Collection Shelving

Contact Library for full comments

## Q19 What other ways have you supported the library?

Answered: 1,120    Skipped: 1,062



### ANSWER CHOICES

Purchased items from the Friends of the Library book sale.

### RESPONSES

67.59%    757

Volunteered with the Friends of the Library

3.57%    40

Volunteered shelving materials

7.32%    82

Other (please specify)

32.14%    360

Total Respondents: 1,120

### Comments

**BookStore:** purchase

**Donation:** Donated Items/Funds to Friends

**Friends Event:** Fundraising Event

**Grant:** Awarded Grant

**Presenter:** Presented Program

**Spread:** Spread the Word

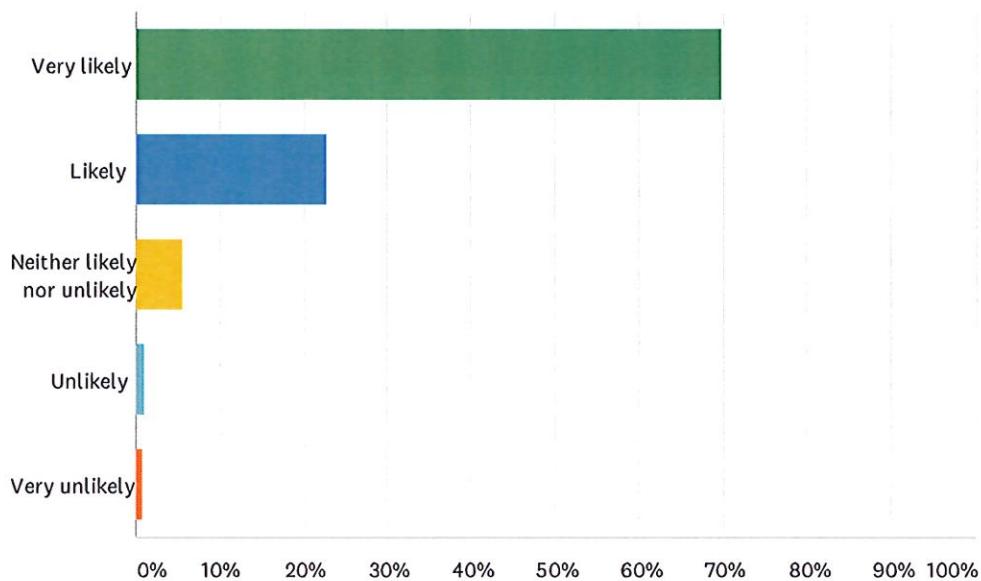
**Trustee:** Trustee Board

**Volunteer:** Volunteered at Library

Contact Library for full comments

## Q20 Considering your overall experience with Ankeny Kirkendall Public Library, how likely are you to recommend the library to family and friends?

Answered: 1,904    Skipped: 278



ANSWER CHOICES	RESPONSES	
Very likely	69.91%	1,331
Likely	22.74%	433
Neither likely nor unlikely	5.67%	108
Unlikely	0.95%	18
Very unlikely	0.74%	14
<b>TOTAL</b>		<b>1,904</b>

## Q21 What other feedback or ideas do you have for Ankeny Kirkendall Public Library?

Answered: 772    Skipped: 1,410

### Comments

**Collection:** Suggestion  
**Communication:** Suggestion  
**Branch:** Need  
**Building:** Love/Don't Like/Suggestion  
**Covid:** Covid-related  
**Drive-up:** Fix  
**Fines/Fee:** Suggestion  
**Program:** Love/Suggestion  
**Remote Drop:** Need  
**Service:** Love/Criticism/Suggestion

Contact Library for full comments

## Consultative Observations

- Likelihood to recommend is exceptionally high. This is great and positive, overall excellent benchmark!
- Age targets: 30-49, 60+; parents; but an opportunity should be recognized with under 18 and draw in 18-29 – the future community members
- High usage by children, teens – translates into adult opportunities; hook the adults when they are at the library with children
- Learning about the library occurs through website, social media, visit library/call library; need to reach new residents through connecting opportunities – welcome event with city, water bill changes, school
- Availability – expand Sunday hours and evening programming
- Virtual programming – promotion opportunity; but some are “virtualed out”
- General programming – a variety of ideas for staff review; study the qualitative responses in the survey for more information:
  - book clubs
  - genealogy
  - adult education
  - tutoring, lectures
  - offer a “how to lead a group/discussion” workshop – would increase community member involvement, takes responsibility off of the staff for certain program offerings
  - many don’t know what could be or should be offered – consider a targeted survey, feedback/focus group – virtual and face-to-face
  - children’s programming – watch trends, gain feedback from parents and kids
  - computer/IT tech support resource; assess needs; contract, part-time or full-time based on needs
  - outside activities; story walk on campus and/or throughout the community
- Physical space – great space, opportunity for growth:
  - add more placemaking – nooks and crannies, plants, art, community displays
  - assess noise level; consider quiet zones
  - drive-up drop box; reachable from vehicle
  - consider mobile library and other drop box locations throughout the community

Great job Ankeny Kirkendall Library Staff and Trustees! Your community can be proud of the wonderful amenity you have. Jim Cushing, Organizational Excellence Consultant

### **Steering Committee Used Community Input to Develop the Strategic Plan**

The Steering Committee reviewed the results of the community input survey and then participated in a facilitated discussion with Jim Cushing, Organizational Excellence Consultant. The survey results link to the strategic plan in the following ways:

#### **Community Center of Learning and Experiences and Entertainment**

- About 69% of respondents feel the library is extremely or very important to the household.
- The overwhelming majority of comments focused on expanded collections and more programming.
- The way most respondents currently gained information about the library and library events include: the library website, social media, and email/newsletter. It is imperative, therefore, to maintain regular marketing and communications.

#### **Community Center of Interactions**

- The majority of respondents are in the 30-49 age group and college graduates. This is the targeted decision making group.
- The majority of users are age 49 or younger. This is the targeted program development group and links to the library as a place for interactions that foster learning and development. A growing, thriving community has multiple community sub-groups that gain from the support provided by the library.

#### **Community Center of Connections**

- The planning committee is taking a visionary step to provide a community center to serve as a hub for fostering relationship building and planning for Ankeny's future.

### **The Library Board Approved the Plan and Submitted It to the State Library**

At its January 2021 meeting, the Ankeny Kirkendall Public Library Board of Trustees reviewed and approved the Strategic Plan 2021-2025 (see page 30). The plan was subsequently submitted to the State Library of Iowa.

## Ankeny Kirkendall Public Library

**Mission:** To be a welcoming and inclusive community center of learning experiences and entertainment, interaction, and connection

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

### Strategy:

I. Community Center of Learning Experiences and Entertainment	II. Community Center of Interactions	III. Community Center of Connections	IV. Organization of Excellence
<p><b>Goal:</b> Provide a community center of learning experiences and entertainment that supports and promotes personal and collective growth in knowledge, skills, and positive behaviors</p> <ul style="list-style-type: none"> <li>• Expert source for information and research</li> <li>• Mind-expanding resources</li> <li>• Knowledgeable, helpful, community “go-to” staff</li> <li>• Facilitator of learning and development</li> <li>• Provider of entertainment and fun</li> </ul> <p>(Books, CDs, DVDs, Social Media, Hatch maker space, exam proctoring, staff support to community, activities that promote learning and create fun; face-to-face and virtual opportunities))</p> <p><b>Metrics:</b> Library visits per capita, loans per capita, overall user satisfaction/likelihood to recommend, number of experiences and usage, collections/library rating/comparison index score, cost per user</p>	<p><b>Goal:</b> Create a community center that supports interactions fostering learning and development</p> <ul style="list-style-type: none"> <li>• Supporter of learning communities within community</li> <li>• Facilitate reciprocation of thoughts and ideas</li> <li>• Incubator for group formation and development</li> <li>• Advocate of community innovation</li> </ul> <p>(Mothers with young children, home-schooled programs, active aging, common interest groups)</p> <p><b>Metrics:</b> Number of groups served and members supported, overall group satisfaction/likelihood to recommend, rate of student success; number of active programs for groups</p>	<p><b>Goal:</b> Serve as the community center of connections fostering relationship building and planning for the future</p> <ul style="list-style-type: none"> <li>• Hub of community activities</li> <li>• The place to meet and accomplish results</li> <li>• Joining collaborative minds developing the future</li> <li>• Strategic programming partnerships and alliances</li> </ul> <p>(Meeting space for community non-profits, businesses, organizations; developing collaborative community partnerships)</p> <p><b>Metrics:</b> Utilization – frequency, number of community groups and members; number of community partners and alliances</p>	<p><b>Goal:</b> Build an organization of excellence to foster an engaged community</p> <ul style="list-style-type: none"> <li>• Best practice operations model</li> <li>• Collaborative, well-developed staff</li> <li>• Decisive trustees board</li> <li>• Strategic community partnerships</li> <li>• Donors and sponsors relationships</li> </ul> <p>(Operations model – communication engagement, learning system, accountability process; trustees development, partnership formations, donor and sponsor strategy)</p> <p><b>Metrics:</b> 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	2021-2022	2023-2024	2025
<b>I. Community Center of Learning Experiences and Entertainment</b>  Provide a community center of learning experiences and entertainment that supports and promotes personal and collective growth in knowledge, skills, and positive behaviors	<ol style="list-style-type: none"> <li>1. Assess facility space allocation and programs to support a community center of learning; design options to support today's needs and the future -- face-to-face and virtual technology options, technology staff resource available onsite and virtually, staff availability and scheduling based on community needs; offer workshop on how to facilitate topical discussions</li> <li>2. Review existing collections and develop a plan outlining highest needs/demands for community served with goals to fill the gaps.</li> <li>3. Update marketing communication plan to align with changing services and community needs; multiple media options.</li> <li>4. Research innovative options to extend learning experiences and entertainment outreach into alternative community settings; determine key community partners and locations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicate facility and programs needs; create business plan(s); implement highest priority changes based on feasibility.</li> <li>2. Communicate collections needs and expansion plan.</li> <li>3. Update marketing communication plan.</li> <li>4. Extend learning experiences and entertainment into one new, alternative community setting.</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicate facility and programs needs; create business plan(s); implement highest priority changes based on feasibility.</li> <li>2. Continue to expand collections according to the expansion plan.</li> <li>3. Update marketing communication plan.</li> <li>4. Extend learning experiences and entertainment into one new, alternative community setting.</li> </ol>
<b>II. Community Center of Interactions</b>  Create a community center of interaction that supports interactions fostering learning and development	<ol style="list-style-type: none"> <li>1. Study the community groups/segments interacting at the library and survey for input and to determine unmet needs.</li> <li>2. Research community and cultural needs for additional interaction opportunities and niches; special interest groups – connecting those seeking interactive, common interest opportunities face-to-face and virtually; offer workshop on how to form special interest groups.</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicate facility and programs needs and plans for changes, where applicable.</li> <li>2. Modify programs and supports to better support community interactions and outcomes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expand programs based on stakeholder's support and utilizing a detailed project plan.</li> <li>2. Increase programs and supports for additional community interactions and outcomes</li> </ol>
<b>III. Community Center of Connections</b>  Serve as the community center of connections fostering relationship building and planning for the future	<ol style="list-style-type: none"> <li>1. Review existing library connections and partnerships. Design a relationship building and partnership plan focused on today's needs and for future planning – for the library and the collective community results – including programming partners/alliances (e.g. Ankeny Schools, DMACC, ISU Extension, Public Health, Workforce Development)</li> <li>2. Study community gathering space needs; includes placemaking, meeting space, cultural space needs; modify for a changing environment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expand relationship and partnership building utilizing a targeted plan and collaborative approach.</li> <li>2. Determine best use of community gathering spaces to provide maximum support and utilization for community connections.</li> <li>3. Conduct development workshops for Kirkendall Library Board, and Friends members to support role clarity and understanding of the expectations for each group.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expand programs based on stakeholders' support and utilizing a detailed project plan; continue growing collaborative relationships and partnerships.</li> <li>2. Develop process to periodically evaluate use of community gathering spaces to assure needs are being met and stakeholder satisfaction.</li> <li>3. Review the progress of the Board and Friends groups; modify expectations and roles, as needed.</li> </ol>
<b>IV. Organization of Excellence</b>  Build an organization of excellence to foster an engaged community	<ol style="list-style-type: none"> <li>1. Adopt best practice operations model for development focused on communication engagement, learning system, and accountability process; begin development of the model with leadership and staff.</li> <li>2. 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 Friends fundraising training; define fundraising roles – Trustees, Friends, and Director.</li> <li>3. Review the roles of the Ankeny Kirkendall Library Trustees Board and Friends; clarify focus and expectations of each group; update operational guides; recruit new members where needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalize best practice operations model as standard for the organization and continue implementation.</li> <li>2. Assess organizational staffing model for current and future needs; includes employed and contracted staff; make adjustments where feasible.</li> <li>3. Expand strategic partnerships with non-profit and for-profit organizations; includes underwriters for programs and events support and/or sponsorship.</li> <li>4. Expand donor base utilizing relationship management plan. Review existing donor processes – assuring electronic contributions of any size, anywhere.</li> <li>5. Update board orientation process. Establish board survey and committee evaluation process.</li> <li>6. Assess volunteer needs. Recruit and manage new volunteer pool to support programming and fundraising, where appropriate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue implementation of operations model.</li> <li>2. Assess organizational staffing model for current and future needs; includes employed and contracted staff; make adjustments where feasible.</li> <li>3. Expand strategic partnerships with non-profit and for-profit organizations; includes underwriters for programs and events support and/or sponsorship.</li> <li>4. 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.</li> </ol>

## Ankeny Kirkendall Public Library Strategic Plan Implementation Guide: 2021 – 2025

				Estimated Development Period																					
Strategic Pillars	Initiative (2021-2022)	Responsible Party/Parties	Target Date	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Status (Red, Yellow, Green)	Notes
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<b>IV. Organization of Excellence</b>	1. Adopt best practice operations model for development focused on communication engagement, learning system, and accountability process; begin development of the model with leadership and staff.																								
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