



West Des Moines
Public Library

Strategic Plan 2022 - 2027

Adopted September 20, 2022

COLLECTIONS

The Library provides the materials and resources the community wants and needs.



Provide the books, information, and materials that reflects community wants & supports lifelong learning.

KEY METRIC
• Total Circulation per Capita

PROGRAMMING

The Library is a place of connection and learning.



Provide varied programming that engages thought, fosters understanding and/or entertains for all ages.

KEY METRIC
• Total Programming Attendance

OUTREACH

The Library meets residents out in their world and connects them with service and offerings.



Provide library services to those with mobility or transportation limitations.

Have a library presence at community events year-round.

KEY METRIC
• # Offsite Community Contacts

SPACES

The Library offers an environment where patrons are comfortable pursuing their interests.



Provide library services to as much of the community as possible.

KEY METRIC
• Library Visits

CULTURE

The Library brings out the best in everyone.



Staff are empowered and allowed to improve the Library and its offerings.

Staff participate in professional enrichment.

KEY METRIC
• # of Staff-Driven Initiatives

STEWARDSHIP

The Library makes the best possible use of public resources.



Community satisfaction with the Library.

Be good stewards of taxpayer resources.

KEY METRIC
• Expenditures per Capita



West Des Moines Public Library

VISION

Empowering our community by encouraging the sharing of ideas, a love of learning, and the joy of reading.

MISSION

To enrich lives by igniting curiosity, engaging community, and expanding perspectives.

VALUES

Community Minded

We go out of our way to be welcoming, inclusive, and accessible for all who wish to use the library in any of its forms, whether in our facilities, via our digital resources, or through outreach services.

Service Oriented

We care deeply about our community and strive to be reliable, trustworthy stewards of our shared resources.

Respectful

We treat everyone, and each other, as valued individuals.

Collaborative

We are committed to building partnerships that strengthen our community.

Always Learning

We are responsive to the changing needs of our community and pay attention to emerging trends and technologies in order to consistently provide the best possible service to West Des Moines.

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ACKNOWLEDGEMENTS

The Strategic Planning Committee would like to acknowledge and recognize the contributions of the Library Board of Trustees, the West Des Moines Public Library Friends Foundation, West Des Moines Public Library staff, City of West Des Moines personnel and stakeholder library users. People from all of these groups donated their time, insight, and intelligence to the effort, despite having busy lives. They also shared their knowledge of what our library is and their vision of what it could be. Library strategic planning of any worth is never an exercise in mere guesswork or brute-force computer processing or the dictums of insiders. Strategic planning is instead a meeting and labor of minds who understand that a public institution like a library is comprised of people seeking to serve other people the best they can. To all who took part, we offer our gratitude.

West Des Moines Public Library Board of Trustees

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INTRODUCTION

By June 2022, the West Des Moines Public Library had largely concluded the strategic priorities outlined in its 2017–2022 strategic plan. In many ways, the Library is serving the community better than ever. In accordance with State and Federal guidelines, a new strategic plan has been developed to cover the next five years.

THE PROCESS

In late 2021, the Library and its Board of Trustees identified areas of potential interest for the next strategic plan. A public Request for Proposal (RFP) was released for a Library Consultant to conduct a community needs assessment and to assist in creating the strategic plan. Bâton Global, located in Des Moines, was selected after considering several factors including their prior library strategic planning experience.

The goal was to have an open and inclusive process where staff, Friends, Board Members, the broader WDM community, and other key stakeholder groups would have the opportunity to contribute to identifying the Library’s future priorities for the next five years. Stakeholder interviews, focus groups, one-on-one interviews, and a community survey were all used to gather significant input.

With over 9,000 public libraries across the United States, there are proven tactics to achieve most anything a library sets out to accomplish. Libraries serving populations similar to that of West Des Moines were analyzed to identify the leading peer practices in areas such as library visits, programming attendance, circulation, and computer use. Directors from 15 leading peer libraries generously shared their thoughts about what has driven their success and what they believe lies ahead for their institutions and the library sector.

Equipped with all of this insight and data, a strategic planning committee was formed to craft the plan covering 2022-2027. To ensure flexibility and continuous improvement, the Library chose to use the balanced scorecard approach to strategic planning. A scorecard focuses on the most important and timeless aspects of an organization (e.g., circulation, library visits, program attendance, outreach, etc.). Key Performance Indicators (KPIs) for these areas are selected and then closely monitored for progress towards achieving targets. Such data make areas of opportunity and priority readily visible which in turn generate projects to build on strengths and address any challenges over time. A dashboard (Appendix A) was adopted by the Library as the monitoring tool.

PLAN HIGHLIGHTS

The strategic plan's objectives, Key Performance Indicators (KPIs), and initiatives are all included as part of the Library's Dashboard shown in Appendix A. Below are descriptions of the main focus areas and some of the noteworthy items included in the plan.



COLLECTIONS

The West Des Moines Library provides materials and resources the community wants and needs.

Without question, the most popular offerings of the library are the books, movies, ebooks, databases, and other materials made available to the public. Community survey respondents said an even larger collection would drive them to use the Library more frequently.



Select Goals:

- Provide the books, information, and materials that reflect community wants & support lifelong learning

Select KPIs:

- Circulation (Books, ebooks, and other materials loaned)
- Total Uses (Circulation + database uses)



PROGRAMMING

The West Des Moines Library is a place of connection and learning.

Programming for children, teens, and adults has long been a mainstay. An extensive study on workforce trends in greater Des Moines has shown a strong desire for opportunities for social interactions as some professionals continue hybrid work arrangements. Libraries can provide such spaces and options.



Select Goals:

- Provide varied programming that engages thought, fosters understanding and/or entertains for all ages
- Provide adult programs that encourage thought and discussion including tough topics, civil discourse, and varied/unorthodox viewpoints

Select KPIs:

- Program attendance per capita
- # of new themes in programming and materials



OUTREACH

The West Des Moines Library meets residents where they are and connects them with services and offerings.

An impressive 20% of WDM’s population used their library card in the 12 months ending May 31, 2022. However, the community survey showed one of the top reasons the library is not used more frequently is that the Library doesn’t cross their minds.

West Des Moines is home to 16 senior living communities and has a considerable homebound population.



- Select Goals:
- Have a library presence at community events year-round
 - Provide library services to those with mobility or transportation limitations

- Select KPIs:
- # of people engaged at events
 - # of individual deliveries



SPACES

The West Des Moines Library offers an environment where patrons are comfortable pursuing their interests.

Spaces for reading and browsing and spaces for children are the 3rd and 4th most important aspects of the West Des Moines Public Library, according to the community survey.



Select Goals:

- Provide quality and accessible spaces for reading, learning, and meetings

Select KPIs:

- Library visits per capita
- Community room attendance
- Meeting room attendance



CULTURE

The West Des Moines Library brings out the best in everyone.

In stakeholder interviews, the staff was overwhelmingly identified as the bedrock of the institution's success. As West Des Moines grows and the Library continues to evolve, the staff will ultimately need to ensure the community needs are being acted upon.



- Select Goals:
- Staff are empowered and allowed to improve the Library and its offerings
 - Staff participate in professional enrichment

- Select KPIs:
- # of staff-driven initiatives
 - # of enrichment hours per staff member



STEWARDSHIP

The West Des Moines Library makes the best possible use of public resources.

The West Des Moines community is proud of its library and has financially supported it accordingly. When comparing the Library's services and expenditure to similar libraries across Iowa and the country, the West Des Moines Public Library's performance is excellent. As the city's population grows and services continue to expand accordingly, it is important the Library continues its positive track record of fiscal management.



Select Goals:

- Community satisfaction with the library

Select KPIs:

- Expenditures per capita
- Staffing per capita

APPENDIX A

WDMPL DASHBOARD (Page 1 of 3)

Objectives (What)	KPIs / Measures (how much)	Champion	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	FY2022	Trend ('16 - '19)	2023 Target	** Initiatives (how)
COLLECTIONS The West Des Moines Library provides materials and resources the community wants and needs.												
Provide the books, information, and materials that reflects community wants & supports schools	Physical Circulation	Heather	637,400	624,493	628,225	634,265	456,111	566,764	669,075	—		Relevance: Measure of popularity/usability of collection Staff Champions: Heather, Jen, Collectors Tactics: MOBIUS/ILL reports, holds lists--collect towards demand & gaps
	Downloadable Circulation	Louise	47,974	64,948	66,114	81,303	97,880	112,532	?	▲		Relevance: Measure of popularity/usability of collection Staff Champions: Louise, Jenna Tactics: Usage, Holds lists, MOBIUS/ILL reports
	Database Uses	Louise	N/A	152,952	119,726	159,088	172,105	?	?	—		Relevance: Measure of utility/usability of collection Staff Champions: Louise, Jen Tactics: MOBIUS/ILL reports, holds lists--collect towards demand & gaps
	Total Collection Uses	Heather	685,374	842,393	814,065	874,656	726,096	679,296	851,469	▲	1,000,000	Educate patrons on how the library works * Staff Champion: Maggie, All Admin + Creative Others
PROGRAMMING The West Des Moines Library is a place of connection and learning.												
Provide varied programming that engages thought, fosters understanding and/or entertains for all ages.	Total Program Attendance	Darryl	34,331	37,496	38,663	41,844	44,184	6,673	20,520	▲		Relevance: Measure of popularity/relevance of programs Staff Champions: Jen, Jenna Tactics: Sufficient PR/publicity; community surveys
	Program Attendance per Capita	Darryl	0.54	0.59	0.61	0.66	0.70	0.11	0.32	▲		Relevance: Measure of popularity/relevance of programs; seasonal demand? Staff Champions: Jen, Jenna Tactics: Sufficient PR/publicity; community surveys
	Youth Programming Attendance	Jenna	32,560	35,598	36,529	35,099	36,586	5,656	17,429	▲		Relevance: Children's programs establish usage habit Staff Champions: Jenna, YS Staff Tactics: Sufficient PR/publicity; community surveys; outreach to youth; accessibility initiatives
Provide adult programs that encourage thought and discussion including tough topics, civil discourse, and varied/unorthodox viewpoints	Adult Programming Attendance	Jen	1,771	1,898	2,134	6,745	7,598	1,017	3,091	▲		Relevance: Measure of popularity/relevance of programs; media attention Staff Champions: Jen, Adult Services Tactics: Solicit outgroups for "Q & A", stage "counterpoint" debates?
Stay abreast of ever-changing community interests	# of new themes in programming and materials	Jenna	Work in progress	New	New	New	New	New	New			* Establish an idea collection and processing system. (staff + public ideas) Staff Champions: Jen, Jenna, Maggie, Louise Tactics: Online program suggestion form; media ads--"tell us your idea"?
Support the needs of the average citizen as digital technology advances	# of WiFi sessions	Louise	n/a	n/a	n/a	n/a	30,909	69,651	20,200 (est.)			
	# Tech 1:1s + Ad-hoc consultations	Louise	125	105	315	540	475	707	1,500	▲		
	Maintain the highest internet bandwidth (speed + volume) that is affordable	Louise	n/a	n/a	n/a	n/a	n/a	Upgraded patron network	New			

APPENDIX A

DASHBOARD (Page 2 of 3)

Objectives (What)	KPIs / Measures (how much)	Champion	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	FY2022	Trend ('16 - '19)	2023 Target	** Initiatives (how)
OUTREACH The West Des Moines Library meets residents where they are and connects them with service and offerings.												
Have a library presence at community events year-round	# of people engaged @events	Maggie	n/a	n/a	n/a	n/a	n/a	n/a	1,411			Streamline workflow for scheduling events and measuring attendance. Champion: Susan.
Provide library services to those with mobility or transportation limitations	# of individual deliveries	Heather	n/a	n/a	n/a	n/a	642	856	929	▲		
	# of collection deliveries	Heather	n/a	n/a	n/a	n/a	n/a	63	157	▲		
Connect the Library to community members	Social media engagements (likes+follows+comments+shares)	Maggie	n/a	n/a	n/a	n/a	n/a	618,264	837,510	▲		CRM Study
	Campaign email opens	Maggie	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
	Website visits	Louise	n/a	n/a	n/a	129,176	208,588	196,687	237,114	▲		
	Mobile app uses	Louise	?	?	?	?	?	?				
	Promotion spend per capita	Maggie	n/a	n/a	n/a	n/a	n/a	0.06	0.06			
Partner with other organizations to benefit community members	# of active partnerships	Maggie	New	New	New	New	New	New	New			Relevance: Tracks library's "civic utility" as community fixture. Attracts future partners. Staff champions: Maggie Tactic: Highlight partnerships on website like this: https://charitableallies.org/our-community-partners/
	Foundation Funding	Darryl	n/a	n/a	n/a	15,600	116,400	364,300	2,000			
SPACES The West Des Moines Library offers an environment where patrons are comfortable pursuing their interests.												
Provide library services to as much of the community as possible	Library Visits	Heather	311,473	316,389	311,779	300,114	204,908	128,016	248,673	▬		Footprint Expansion HLI
	Library Visits per Capita	Heather	4.90	4.98	4.91	4.72	3.22	2.01	3.62	▬		
	Cardholders (users)	Heather	42,860	42,222	40,516	47,020	49,159	54,520	42,021	▬		
	Active WDM Cardholders per Capita	Heather	28%	28%	27%	30%	27%	26%	28%	▬		
Provide quality and accessible spaces for reading, learning, and meetings	Study rooms - attendance	Susan	n/a	n/a	n/a	n/a	n/a	1,098	15,493	▲	16,000	
	Community Room - attendance	Susan	n/a	n/a	n/a	n/a	n/a	135	9,194	▲	10,000	

APPENDIX A

DASHBOARD (Page 3 of 3)

Objectives (What)	KPIs / Measures (how much)	Champion	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	FY2022	Trend (*'16 - '19)	2023 Target	** Initiatives (how)
CULTURE The West Des Moines Library brings out the best in everyone.												
Staff satisfaction	(Future staff satisfaction tool)	Susan	New	New	New	New	New	New	New			Relevance: Staff satisfaction reveals organizational health Staff champion: Darryl Tactics: Anonymous staff survey; interviews w/ strong performers w/ longevity
Staff participate in professional enrichment	** % of staff engaged in enrichment training beyond required trainings and continuing education	Susan	New	New	New	New	New	New	New		75%	Relevance: Staff satisfaction reveals organizational health Staff champion: Susan Tactics: Encourage staff to engage in training, increased budget approved for this
Staff are empowered and allowed to improve the Library and its offerings	# of staff submissions	Darryl & Quality Team	New	New	New	New	New	New	New			
	# of staff-driven initiatives	Darryl & Quality Team	New	New	New	New	New	New	New			Relevance: Staff investment equals best work Staff champion: Darryl + Quality Team Tactics: Quality Team + Idea Form
Filling gaps for underserved populations	TBD	tbd	New	New	New	New	New	New	New			* Identify service gaps * Define what underserved means with data * Consider gathering market segmentation information.
STEWARDSHIP The West Des Moines Library makes the best possible use of public resources.												
Community satisfaction	Citizen Survey Results	Darryl	New	New	New	New	New	New	New			* Add Net Promotor Score to Citizen Survey
Be good stewards of WDM's resources	Operating Cost per Capita	Darryl	10.66	11.45	13.62	13.20	14.77	15.78	17.27	▲	18.41	
	Staffing (FTE)	Darryl	25	26.5	26.5	26.5	30	31	32.5	▲		
	Staffing (FTE per 1,000 capita)	Darryl	0.39	0.42	0.42	0.42	0.47	0.49	0.51	▲		

APPENDIX B

STRATEGY on a PAGE



West Des Moines Public Library Strategic Plan 2022 - 2027

VISION Empowering our community by encouraging the sharing of ideas, a love of learning, and the joy of reading.

MISSION To enrich lives by igniting curiosity, engaging community, and expanding perspectives.



